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ABSTRACT

This annotated bibliography of material published through 1969 is a compilation and update of shorter reading lists prepared by the Library of the U. S. Civil Service Commission during the previous five years. The publications are listed under the following categories: Identification and Development of Managerial Skills; Career Planning; Improving Leadership Skills; Human Relations Skills; Managing Health and Tension; Followership; Completed Staff Work; Developing Creative Ability and Innovative Skills; Management of Time; Decision-Making and Problem Solving Skills; Communications Skills--General; Delegation and Order-Giving; Effective Speaking, including Telephone Usage; Effective Listening; Writing Improvement; Conference Leadership and Participation; and Reading Improvement. (DB)

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Self Development Aids for Supervisors and Middle Managers

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SELF DEVELOPMENT AIDS FOR SUPERVISORS AND MIDDLE MANAGERS

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FOREWORD

This bibliography brings together and updates through 1969 a number of shorter reading lists which the Library has prepared on request during the last five years. These are now being issued as a single volume to make them more readily accessible to training officers and individual employees interested in self development. Material has been selected on the basis of its general availability in public and Federal libraries.

The bibliography was compiled by the Library Staff and reviewed by J. Kenneth Mulligan, Director, Bureau of Training, U. S. Civil Service Commission, and members of his staff.

IDENTIFICATION AND DEVELOPMENT OF MANAGERIAL SKILLS

Administrative Management (periodical).
Self-management; your best investment. New York, Geyer-McAllister Publications, Inc., 1968. 16 pp.
Partial contents: Three failings of middle management; Choose your successor early; Immaturity--a management "prison"; Indispensability: a management hazard; Individual responsibility vs. group decisions: an analysis.

Appley, Lawrence A.
Values in management. New York, N. Y., American Management Association, Inc., 1969. 269 pp.
Brief, personal expressions of the values Mr. Appley believes should govern business management. He speaks of such things as accountability, leaving an impact, followership and reducing fear.
Partial contents: The changing world of business; The nature of leadership; The ethical climate; The manager and his team; The manager communicates; The man at the top; The leaders of tomorrow.

Are you an opportunist? Nation's business, vol. 50, no. 6, June 1962, pp. 88-90.
Presents a questionnaire which is supposed to test executives' abilities to grasp opportunities.

Argyris, Chris.
Do-it-yourself executive development. Think, vol. 26, no. 5, May 1960, pp. 9-11.
Shows how image development (imitating one's superior) is pseudo-development and urges a climate in which true self development is possible.

Armon, Leonard W.
The impact of self-development. AMS management bulletins (personnel), vol. 5, no. 5, November 1964, pp. 19-21.
Suggestions to the manager on how he can create a favorable climate for self-development for a subordinate.

As you were saying — Personal motivation — the secret of success.
Personnel journal, vol. 45, no. 8, September 1966, pp. 499-500.
Pointers from Paul J. Meyer, President of Success Motivation, Inc., on how to motivate one's self.

Austin, Charles F.
Management's self-inflicted wounds; a formula for executive self-analysis. New York, Holt, Rinehart and Winston, Inc., 1966. 319 pp.
A presentation of 76 self-inflicted managerial wounds with pointers for self-analysis and for healing the wounds.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Identification and Development of Managerial Skills (Cont'd)

Austin, Charles F.
Where bosses fail. Nation's business, vol. 54, no. 10, October 1966, pp. 60, 62, 64, 66.
Most bosses are not regarded as good bosses by their peers and subordinates. This is because we have not learned to educate for leadership. Here is an inventory of the wrong kinds of bosses, a list for the manager to check himself against.

Bach, Hollis B.
On being an executive. Public personnel review, vol. 30, no. 2, April 1969, pp. 88-92.
In the absence of a mold for creating an effective manager, author reviews the responsibilities of an executive designated in Luther Gulick's "posdcorb" acronym and in Alvin Dodd's "Ten Commandments of Good Organization." He makes suggestions regarding executive behavior in such areas as learning about people, delegating, communicating, staff meetings, and project assignments.

Baldridge, Malcolm.
How to beat Parkinson's Law. Dun's review, vol. 89, no. 6, June 1967, pp. 46-47, 87-88.
Advocates setting up stringent cost objectives and standards, managing by exception, and emphasis on individual responsibility.

Batten, J. D.
Developing a tough-minded climate ... for results. New York, American Management Association, Inc., 1965. 250 pp.
Provides the "how-to" of major principles discussed in the author's earlier volume, Tough-Minded Management. Additionally, seeks "to pinpoint and show how to use ... the spirit that enlightens and energizes the ordinary corporation so that it may accomplish extraordinary things." Among the topics inspected are: self-discipline, organization, systemation, decision making, executive motivation through incentive compensation, integrity, counselling, and the uncommon man.

Batten, J. D.
Tough-minded management. Rev. ed. New York, American Management Association, 1969. 219 pp.
Direct, lucid approach to meeting the problems of modern businessmen, based on the experiences of top executives throughout the land. Stresses the positive, courageous, and human approach to top productivity and performance.

Identification and Development of Managerial Skills (Cont'd)

Begg, Howard.
How I manage: a company president's guide to personal growth. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 189 pp.
Part I presents a resume of the principles of good management for lower, middle or top management; the second part expresses the author's "personal opinions concerning the other attributes which a manager should have, in order to be highly regarded and successful." He considers goals, motivation, persuasion, the proprietary attitude, reviewing and relaxing.

Bell, Ford.
You're in charge, memos to the rising executive. Garden City, N. Y., Doubleday & Co., Inc., 1964. 154 pp.
A successful executive offers advice to his hypothetical successor on a number of subjects that deal with one's self and one's succession, with certain problems, and with people.
Partial contents: Letter to the man who didn't get the job; Generating ideas in others; How executives are made; Getting the best out of people.

Bellows, Roger, Thomas Q. Gilson and George S. Odiorne.
Executive skills; their dynamics and development. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 344 pp.
Examines the problem of executive performance from the viewpoints of both the working executive and the social science researcher. Emphasis is on human relations and communications, and even more, on the challenge of personal creativity in management.

Benge, Eugene J.
How to become a successful executive. New York, Frederick Fell, Inc., Publishers, 1960. 337 pp.
Directed toward the far-sighted, work-oriented executive. "There is considerable scientific evidence that an individual tends to become what he thinks about.... Success lies not in making money but in making the man as he makes the money." Some suggestions for welding an employee team, "lighting firecrackers," thinking like the boss, breaking the chains that bind you, and others.

Benge, Eugene.
Ten top management problems; how to solve them. Swarthmore, Pa., Personnel journal, Inc., 1967. 94 pp.
Problems are in the areas of executive selection and development, performance appraisal, motivation, morale, delegation, and planning.

Berkwitt, George.
The 7 deadly sins of management. Dun's review, vol. 94, no. 5, November 1969, pp. 48-51.
Presents examples of the seven deadly sins detrimental to corporate success: poor planning, empire-building, fast buck management, resistance to change, lack of commitment, fear of failure and ignorance. Concludes with an eighth, smugness.

Identification and Development of Managerial Skills (Cont'd)

Bernd, Siegfried M.
Do you know what your personality does to others? Business management, vol. 22, no. 3, June 1962, pp. 56-60.
Offers a checklist and an analysis of hidden attitudes which, paradoxical though it might appear, are weak spots in managerial ability.

Bescoby, Isabel.
Self-development in management skills. Training directors journal, vol. 17, no. 6, June 1962, pp. 3-10.
Explains Canadian government administrators' efforts to increase their management skills. In discussing conclusions reached after three years' experience it is shown that self-administered skills training has certain drawbacks, but that maximum achievements may be accomplished under some circumstances. Includes sample program and checklist of functions performed in interdepartmental groups.

Black, James M.
Assignment: Management; a guide to executive command. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1961. 234 pp.
Suggestions for evaluating your executive capability and planning a self development program. Stresses the importance of organizational and planning ability and concludes with a "broad discussion of the problems of leadership in a rapidly growing technological economy and points out the increasing and varied demands on the modern executive's ability to manage manpower...."

Black, James M.
Executive on the move: tackling your new management job. New York, American Management Association, Inc., 1964. 128 pp.
An immensely practical book of information for the executive who transfers or changes jobs.
Contents: How to get ready to start a new job; The first days on your new job; How to get a good grip on your new job; How to know how you're doing; The social swim; Some final words--especially for transferred executives.

Blamberg, Siegmar F.
Preliminary planning guide for supervisory self development. 2d ed. Storrs, University of Connecticut, 1962. 1 v.
Provides supervisors with four steps to use in working out a "systematic development plan which can be used as a basis for short term and long term, continuous, intelligently-directed, growth."

Blauvelt, Virginia.
Don't cancel tomorrow. Manage, vol. 22, no. 1, October 1969, pp. 55-60.
The significance of enthusiasm in achievement.

Identification and Development of Managerial Skills (Cont'd)

Bradt, Acken G.
The secrets of getting results through people. West Nyack, N. Y., Parker Publishing Co., Inc., 1967. 208 pp.
Techniques for improving the job performance and effectiveness of those who work under you. Advice on such facets of supervision as overcoming resistance to change, motivation, delegation, and goal-setting.

Braybrooke, David.
The mystery of executive success re-examined. Administrative science quarterly, vol. 8, no. 4, March 1964, pp. 533-560.
Stimulating discussion of basic contributions of an executive, how much important decision-making he does, and his skills in handling imperfect information in an imperfect organization. Considers executive's personal resources and his use of them, and discusses difference between executives and experts.

Briggs, John M.
Getting rid of bad work habits. Supervisory management, vol. 10, no. 5, May 1965, pp. 41-42.
To improve behavior: identify your habits and determine whether they are good or bad through points provided for an analysis; change a habit by choosing an alternative response.
Condensed from Manager's Magazine, vol. 40, no. 1.

Briggs, John M.
Techniques of effective self-motivation, Pts.1 and 2. Journal of the American Society of Chartered Underwriters, vol. 16, no. 3 and no. 4, Summer 1962, pp. 258-283; Fall 1962, pp. 309-322.
Offers practical suggestions on improving self-observation ability, understanding self-communication processes, evaluating evaluations scientifically, improving problem-solving habits, etc.

Brouwer, Paul J.
The power to see ourselves. Harvard business review, vol. 42, no. 6, November-December 1964, pp. 156-162, 165.
Explores manager's "self-image" particularly in respect to his growth as an executive. Discusses importance of this self concept and how it may be changed and directed so that individual's personal goals and those of his job and his organization may coincide.

Brown, Robert L.
Imperatives for job success. Personnel journal, vol. 45, no. 8, September 1966, pp. 478-483.
Examines imperatives for job success and suggests what the individual can do to improve his chances of being "industriously happy."

Burger, Chester.
Executive etiquette; how to develop the personal style that moves you forward in the business world. New York, Collier Books, 1969. 96 pp.
Covers some of the social amenities and personal problems of business life such as picking up the check, what to do when your boss dislikes you, asking for a raise, etc.

Identification and Development of Managerial Skills (Cont'd)

Burger, Chester.
Survival in the executive jungle. New York, Macmillan Company, 1964. 274 pp.
Describes examples of personalities, situations and practices in the executive world and offers advice on how to cope with them. Discusses dealing with competition, decision-making, building up staff loyalty, firing and being fired, etc.
Partial contents: Followers make the leader; Don't give your head to the psychologist; Tribal customs for the executive; Initiation rites - and wrongs.

Byrom, Fletcher L.
Hang loose--a message to my successor. Vital speeches of the day, vol. 35, no. 19, July 15, 1969, pp. 604-608.
Advice to company presidents on dealing with subordinates, fostering personal and company growth and preparing for the next president.

Carlin, Gabriel S.
How to motivate and persuade people. West Nyack, N. Y., Parker Publishing Company, 1964. 224 pp.
Practical guide to personal success offers advice on self-improvement, planning and management, delegation, getting along with one's subordinates and superiors, decision-making, and other phases of leadership.

Carr, Albert Z.
Business as a game. New York, New American Library, 1968. 262 pp.
Author contends that poker provides the best analogy to business and offers game strategy and specific examples for the middle and lower echelon executive on the way up under such headings as: "Signs of a stacked deck"; "Game strategy of the job switch"; "Don't bluff unless you must--but when you do, bluff hard."

Caskey, Clark C.
Balance in management. Ann Arbor, Mich., Masterco Press, 1968. 220 pp.
"Management success is uniquely individualistic and... requires a delicate balance." The book is based on this theme and is directed to the manager interested in improving his managerial thinking.
Partial contents: Is there a mess in middle management; Balanced management-today's management dilemma; The four functions of management; Leadership; Sharpening your managerial thinking; Cost conscious supervision; Managing for better quality; Getting and maintaining discipline; Dealing effectively with superiors; Four steps to better selection; How to shape the behavior of subordinates; Delegation; Sharpening your listening skills.

Identification and Development of Managerial Skills (Cont'd)

Caskey, Clark C.
How to grow as a manager. Supervision, vol. 24, no. 6, June 1962, pp. 4-6.
Points out that self-improvement is seldom easily achieved; it requires specific and, generally, planned action on the part of the individual. Makes suggestions for implementing growth.

Cerami, Charles A.
Stale in your job? Try this. Nation's business, vol. 51, no. 10, October 1963, pp. 88-90.
Considers problem of slackened enthusiasm and offers suggestions for stimulating new interest.

Chapman, Elwood N.
Your attitude is showing. Chicago, Ill., Science Research Associates, Inc., 1964. 149 pp.

Chidester, Franklyn.
Home study: the key to self-improvement. Journal of data management, vol. 5, no. 1, January 1967, pp. 32-34.
Points out the efficiency and effectiveness of home study education and the personal challenge for advancement that it brings.

Cribbin, James J.
What makes a good manager? Supervisory management, vol. 13, no. 5, May 1968, pp. 2-6.
A good manager sets an example, encourages cooperation, builds morale, delegates effectively, inspires confidence and is well organized, open-minded and patient.

Danvers, Hollis.
Why stop short of the top? Manage, vol. 20, no. 8, June-July 1968, pp. 13-15.
In pointing out characteristics of the good executive, author contrasts the "Big Shot" with the "Big Person."

Dartnell Corporation and Administrative Management Society.
What an office supervisor should know about...; a self-improvement series for office supervisors. Chicago, 1964-1965. 12 v.
Contents: no. 1. How to delegate effectively, by Raymond Dreyfack; no. 2. Work control, by Raymond Dreyfack; no. 3. Cost control, by Raymond Dreyfack; no. 4. The art of criticism, by Walter E. Elliott; no. 5. Effective communication, pt. 1, by Albert J. Escher; no. 6. Effective communication, pt. 2, by Albert J. Escher; no. 7. Effective time management, by Peggy N. Rollason; no. 8. Controlling tension, by Duane Valentry; no. 9. Giving orders, by E. F. Wells; no. 10. Raising performance standards, by E. F. Wells; no. 11. Employee counseling, by Howard Wilson; no. 12. Getting along with his boss, by Stanley Arnold and Ray Josephs.

Identification and Development of Managerial Skills (Cont'd)

Daugherty, Clark.
The ingredients of managerial success. Supervisory management, vol. 10, no. 8, August 1965, pp. 4-6.
You can succeed in business by really trying. This means hard work and following attitudes and principles which are explained in this article.

Davidson, Sol M.
The cultivation of imperfection. New York, Frederick Fell, Inc., 1965. 107 pp.
"In the good executive, all the qualities which distinguish him from the non-executive and the poor executive are in essence negative qualities. They all add up to the cultivation of imperfection." Examines the most essential qualities and their negative cores.

Davidson, Sol M.
Management not for swingers? Manage, vol. 21, no. 1, October 1968, pp. 6-11.
Maintains that business is for "swingers." Suggests pointers to be considered by those entering the business profession and indicates several traits common to all good executives: decisiveness, courage, creativity.

Davis, George L.
Magic short cuts to executive success. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 258 pp.
Provides pointers on how to think constructively and work productively, how to deal with personal behavior patterns and their problems, how to use executive skills effectively, and how to "operate efficiently from the top spot."

DeArmond, Fred.
Guide to personal success in management. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1961, 226 pp.
In three parts: Sharpening skills; Developing methods; End results.

DeVille, Jard.
"Human r ations" is not enough. Supervisory management, vol. 13, no. 3, March 1968, pp. 2-4.
Discusses the supervisor's "life style" - his sincerity, his integrity, and his employees' perception of him - as the basis for meaningful relationships and successful supervision.

Dill, William R., Thomas L. Hilton and Walter R. Reitman.
The new manager; patterns of behavior and development. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 258 pp.
Prepared not only for young men who wish to be managers but also for those responsible for selecting and training their successors.

Identification and Development of Managerial Skills (Cont'd)

Dressner, Howard R.
Set your own pace to success. Nation's business, vol. 49, no. 8, August 1961, pp. 90-94.
Contends that you, alone, can judge your own potential. You, alone, can set your performance peak, know your goals, and your courage.

Dreyfack, Raymond.
It takes know-how to be a manager. Supervisory management, vol. 5, no. 2, February 1960, pp. 40-47.
Sources available to supervisors for increasing know-how include college courses, TV correspondence courses, trade and professional associations, and business literature.

Drucker, Peter F.
The effective executive. New York, Harper & Row, Publishers, 1967. 178 pp.
Maintains that executive effectiveness can and must be learned. Presents the elements of this practice: managing of time, choosing what to contribute to the organization, making strength productive, setting up the right priorities, and knitting these elements together through effective decision-making.

Drucker, Peter F.
How the effective executive does it. Fortune, vol. 75, no. 2, February 1967, pp. 140-143.
Effective executives come in all shapes and sizes, but they all have some practices in common. Some of these are: conservation of time, an interest in upward contribution within an organization, an awareness of outside realities, the "right" human relations, and building on strengths rather than looking for weaknesses.

Dun's Review (periodical).
What's ahead in management? Provocative guidelines for the executive. New York, Dun & Bradstreet Pub. Corp., 1966. 64 pp.
Partial contents: The imperatives of authority; Management's men in the middle; The fine art of high yield management; Wanted: $50,000-a-year men; Executives, wives--and trouble.

Dyer, Frederick C.
Blueprint for executive success; an accelerated program for self-advancement in business. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1964. 3 v.
Volume 1, "Developing your executive abilities," considers the will to executive success, personal decision making, executive emotions and health, reading more in less time, conferences, and leadership tips.
Volume 2, "Executive techniques for handling people," covers leadership, setting goals, recognizing and using dominant drives in people, working with women in business, working with other executives, and guidelines for dealing with people.
Volume 3, "Perfecting executive speaking and writing skills," contains advice on appearing and acting before an audience, organizing and preparing a presentation, and imparting quality and eye appeal to writing.

Identification and Development of Managerial Skills (Cont'd)

Dyer, Frederick C.
10 executive leadership tips. Supervision, vol. 26, no. 1, January 1964, pp. 9-11.
Advice to managers on use of time in planning and on dealing with themselves.

Executive skills you will need most.
Nation's business, vol. 49, no. 2, February 1961, pp. 38-39, 72-74.
Discusses five categories of skills that will be needed by executives to solve the business problems of the future.

Falater, Frederick L.
The professional approach. Personnel journal, vol. 47, no. 4, April 1968, pp. 249-251.
Defines the professional approach to management as a striving for excellence. Maintains that the professional determines company aims and relates them to functional objectives, adapting the organization and personnel to meet these objectives.

Famularo, Joseph J. and Phillip S. Atkinson.
Executive profile; the young man's guide to business success. New York, McGraw-Hill Book Co., 1967. 372 pp.
How to find a job and how to succeed in it. Volume covers aspects of a business career from resume writing and wardrobe through obligations of executive responsibility. There are chapters on relations with your co-workers, your secretary and your public; communications; and becoming a supervisor.

Famularo, Joseph J.
Working with other managers: cooperation or conflict? Supervisory management, vol. 7, no. 4, April 1962, pp. 2-6.
Gives pointers to managers to help them get along with their peers. Recommends being consistent, taking other departments into consideration, meeting responsibilities and commitments, knowing how to disagree with associates, and minding one's own business.

Feinberg, Mortimer R.
Effective psychology for managers. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1965. 224 pp.
Selected contents: How to handle the ten tough tasks of boss, Controlling and using your executive drive, Managing your executive tensions, How to motivate your subordinates, The art of constructive criticsm, How to manage creative people.

Feinberg, Mortimer R.
How to measure maturity. Nation's business, vol. 51, no. 2, February 1963, pp. 40-41, 48-49.
Discusses ten characteristics of executives who handle their problems maturely.

Identification and Development of Managerial Skills (Cont'd)

Feinberg, Mortimer R.
Ten tough tasks of a boss. Business management, vol. 26, no. 2, May 1964, pp. 45-48, 76, 78-86.
Answers questions about how executives can handle difficult personnel problems such as firing good friend, praise, identifying potential leaders, motivating executive who lacks confidence, decision-making, etc.

Feinberg, Mortimer R.
What you can learn about yourself. Nation's business, vol. 53, no. 2, February 1965, pp. 40-41, 78, 80.
Proclaims that self-analysis can bring increased effectiveness and impact on others, better personal relationships, and greater personal fulfillment. Suggests four methods of self study: the autobiographical approach, noting the extremes, changing routine, and cross-characterization. Includes quiz for self-evaluation.

Feinberg, Samuel.
How do you manage? New York, Fairchild Publications, Inc., 1965. 277 pp.
A readable book: Considers the understanding of human nature, communication, exercise and delegation of authority and responsibility, preparation of people for higher positions, and the ability to motivate. Selected contents: What makes a top executive run? Wanted: creative men, not just bodies; Executive courses in flux; Executive recruitment; Everyone is for ethics; Emotional health.

Fergason, Guy.
What makes an effective executive? Best's insurance news (life edition), vol. 67, no. 9, January 1967, pp. 48-50.
Comments on implementing important duties of the executive: budgeting time, making decisions, delegating authority, and self-teaching.

Field, Paul L.
How mature an executive are you? Business management, vol. 35, no. 4, January 1969, pp. 48-52.
Sets forth the seven marks of the mature executive as listed and explained by R. J. Wytmar, psychologist and president of a Chicago executive recruiting firm. Also includes a "check your maturity quotient" chart devised by Wytmar.

Fogarty, John D.
A manager's check list. Advanced management-Office executive, vol. 2, no. 5, May 1963, pp. 26, 28.
Provides a broad overview of the manager's responsibilities and covers many facets of the managerial function.

Identification and Development of Managerial Skills (Cont'd)

Ford, Charles H.
If you're problem-oriented, you're in trouble. Business management, vol. 35, no. 5, February 1969, pp. 24-28.
By concentrating on objectives instead of the problems involved in getting there, a company is far more likely to be a success. Some of the reasons for problem-orientation are timidity, conservatism, improper delegation, poor tempo, etc.

Fuller, Don.
Manage or be managed! A guide to managerial effectiveness for engineers, technicians, specialists. Boston, Industrial Education Institute, 1963. 1 v.
Begins with adjustments specialist must make after being appointed manager and offers practical advice on subjects he will encounter in his new environment: motivation of both subordinates and superiors, problems of various kinds, job improvement, evaluation, work load, presentations, decision-making, and communications.

Froman, Robert.
Strengthen your reasoning power. Nation's business, vol. 50, no. 7, July 1962, pp. 84-88.
Presents three basic steps for improving performances and explains how to use them: collecting facts, inductive reasoning, and deductive reasoning. Recommends checking possible hypotheses, putting a limit on collecting data, and after checking, forgetting it for a period.

Fuller, Walter D.
What an office supervisor should know about handling people. Chicago, Dartnell Corporation, 1963. 23 pp.
Good advice in conversational style on supervisor as teacher, how to plan to get the job done, how to get along with people and how to deal with problems.

Gardner, Neely D.
Effective executive practices. Prepared under the direction of Educational Science Division, U. S. Industries, Inc. Garden City, N.Y., Doubleday & Company, Inc., 1963. 364 pp. (A TutorText)
A programmed text presents lessons on proper use of executive time, delegation, planning, decision-making, management controls and the manager's job.

Gibbons, Charles C.
Letter to an aspiring V. P. Management review, vol. 52, no. 8, August 1963, pp. 4-12.
Informs aspiring executive of qualifications needed for high-level position. Also points out problems caused by absence of these characteristics in executives.

Identification and Development of Managerial Skills (Cont'd)

Gibbons, Charles C.
Putting new ideas to work. Supervisory management, vol. 8, no. 6, June 1963, pp. 4-7.
How supervisors can obtain cooperation in presenting and using new methods and ideas.

Glasscock, Edwin M.
Are you a perfectionist? Nation's business, vol. 49, no. 4, April 1961, pp. 68-70.
Points out that the habits of the perfectionist can help or hurt a business, depending on how his characteristics are controlled.

Goldenthal, Irving.
How to be a successful executive. Philadelphia, Chilton Company, 1960. 54 pp.
Although aimed at the merchandising executive the practical advice may be useful to executives in other fields.

Gorsuch, John H.
Executive growth: a look in the mirror. Personnel administration, vol. 30, no. 6, November-December 1967, pp. 22-27.
"The present article deals with the individual's role in his own development, and secondarily with the supervisor's role as developer of his subordinates."

Gray, Frank W.
Getting along and getting ahead on your job. Chicago, Enterprise Publications, 1964. 12 pp.
Stresses importance of developing capacity for self-education and provides checklist for anyone considering further study.

Gray, Frank W.
It's not what we know, but what we do with it. New York, Employee Relations, Inc., 1960. 15 pp. (A help-your-self booklet no. 6011)
Suggests: keep out of ruts, be adaptable, don't be a rebel, be consistent, have pride in workmanship, and avoid financial entanglements.

Griggs, J. E.
What is a manager? Supervisory management, vol. 11, no. 11, November 1966, pp. 18-19.
The author, a supervisor, outlines the attributes desirable in a true manager as well as his proper relationship to his subordinates.

Grossman, Jack H.
Indispensability: a management hazard. Administrative management, vol. 28, no. 6, June 1967, pp. 42, 44-45.
Assesses the impact of the "indispensable executive" on co-workers and company, and suggests an approach the executive may take in changing his pattern of behavior.

Identification and Development of Managerial Skills (Cont'd)

Halsey, George D.
How to achieve success and happiness in business. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 201 pp.
A sample of chapter titles includes: How to develop the qualities important to success; How to keep reasonably free from worry and nervous tension; How to get real cooperation from those you supervise. Additional information on effective writing, speaking and listening is also given.

Heck, Martin.
Nine ways to better self-management. Administrative management, vol. 29, no. 11, November 1968, pp. 41-42.
Suggests that one weigh ideas, simplify problems, improve decision-making procedures, build self-confidence, sharpen logic, improve listening, learn to be believed, delegate and use time efficiently.

Hegarty, Edward J.
How to succeed in company politics; the strategy of executive success. New York, McGraw-Hill, 1964. 279 pp.
Offers advice to young men and to those who have already arrived concerning what it takes to be successful in addition to the usual executive skills. Refers to such things as living and dealing with corporate politics, estimating one's qualifications and chances of advancement, and getting along with co-workers.

Henkle, M. David.
Enthusiasm makes the difference. Personnel administrator, vol. 14, no. 1, January-February 1969, pp. 21-23.
Promotes enthusiasm as a major ingredient of job success. Cites examples from Enthusiasm Makes the Difference, by Norman Vincent Peale.

Henry, Omer.
Stop cheating yourself! Manage, vol. 21, no. 1, October 1968, pp. 40-45.
Presents a blueprint from Dr. Sidney M. Jourard, noted psychologist, showing what the executive can do to capture and hold the interest of personnel in the firm.

Heyel, Carl.
Sharper skills for administrators and managers. Stamford, Conn., Motivation, Inc., 1969. 236 pp.
Techniques for sharpening executive skills in six areas — people problems, departmental efficiency, recruiting and developing people, meetings and conferences, office mechanization and automation, and personal efficiency.

Heyel, Carl.
The supervisor's basic management guide; an A-Z manual on supervisory effectiveness. New York, McGraw-Hill, 1965. 496 pp.
Practical pointers for the supervisor on how to handle his problems. There is also a glossary of traits, behavior characteristics, and related psychological terms and a list of sources of additional information.

Identification and Development of Managerial Skills (Cont'd)

Hill, Napoleon and W. Clement Stone.
Success through a positive mental attitude. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1960. 254 pp.

Hoslett, Schuyler D.
Do you know yourself? Dun's review and modern industry, vol. 78, no.5, November 1961, pp. 49, 120-130.
The key to successful business management may lie in the answers to four philosophical questions: What am I here for in this world? Why do I work for this organization? What can it do to help me fulfill my meaning and purpose and what can I do in it to fulfill my meaning and purpose? These can be interpreted in terms of appraisal and development.

Hoslett, Schuyler D.
Self-analysis: bench mark for development. In American Management Association, Inc. The personnel job in the 1960's. New York, 1961. pp. 75-82. (AMA management report no. 63)
Every serious-minded executive should take time for self-contemplation in order to gain greater insight into himself, his goals and his relationship with his organization. Considers three sources of help--ourselves, other people with the organization, and sources outside the organization.

House, Robert J.
Prerequisites for successful management development. Personnel administration, vol. 26, no. 3, May-June 1963, pp. 51-56.
Nine basic suggestions for effective executive development.

How do you measure up as an executive? Nation's business, vol. 56, no. 12, December 1968, pp. 52-53.
Fifty questions the executive can ask himself for greater insight into his strengths and weaknesses.

Jamie, Wallace.
Tomorrow's manager: 'people-centered'. Administrative management, vol. 26, no. 12, December 1965, pp. 43-44.
Author discourses on nine specific and indispensable characteristics that will distinguish the administrator of tomorrow, in aspects of "his personality, his job, his training, his view of himself...."

Jay, Antony.
The 6 types of bad executives. Dun's review, vol. 90, no. 6, December 1967, pp. 53-54.
Article taken from author's forthcoming book Management and Machiavelli. Relates executive flaws to prototypes of poor management.

Jennings, Eugene E.
The executive: autocrat, bureaucrat, democrat. New York, Harper & Row, 1962. 272 pp.
Describes the blurred executive image and various styles of the executive role being developed today in government and business. Many of the illustrative examples refer to recent or contemporary situations or persons such as the occupants of the White House and the Pentagon, or well-known firms.

Identification and Development of Managerial Skills (Cont'd)

Jennings, Eugene E.
How to build self-confidence. Nation's business, vol. 48, no. 7, July 1960, pp. 34, 70-75.
Examines self-confidence; author feels that it is built up through a series of successive experiences, and that its presence or lack may mean the difference between success and failure.

Johnson, Harrison R.
How to get the boss's job. Personnel administration, vol. 24, no. 5, September-October 1961, pp. 18-22.
Results of a survey indicate that ruthless ambition plus some back stabbing leads to success more often than hard work and ability.

Jones, Charles F.
The importance of imagination. Supervisory management, vol. 10, no. 11, November 1965, pp. 4-6.
The manager of tomorrow needs imagination, but that in itself is not enough. He needs as well ability, sharpened through continuous learning or "isometrics of the mind," integrity, the capacity to set realistic goals and persistent work to achieve them.

Keating, Stephen F.
What makes a good manager? Dun's review, vol. 89, no. 2, February 1967, pp. 28-29, 57.
Examines five criteria needed by the successful manager: involvement, creativity, strategy, risk, motivation.

Killian, Ray A.
Managers must lead! A supervisor's roadmap to advancement. New York, American Management Association, 1966. 284 pp.
Provides guidelines and principles for dealing with a wide range of daily human problems. Pointers on understanding human behavior, creating positive job attitudes, motivation, correction, complaints, learning and training, counseling, job performance, working with women, delegation, communication, creativity, executive growth.

Kimball, John T.
Age of the intuitive manager. Dun's review and modern industry, vol. 87, no. 1, January 1966, pp. 42-43, 78.
A picture of the type of executive who is moving to the front of the managerical ranks and replacing the organization man. He is visionary and flexible. He senses opportunities and is willing to take risks.

Knowles, Malcolm S.
The leader looks at self-development. Looking into leadership series. Washington, D.C. Leadership Resources, Inc., 1961, 12 pp.
A few basic pointers on discovering one's own leadership potential, what a leader needs to know, and a chart on where to find more printed information on leadership competencies.

Identification and Development of Managerial Skills (Cont'd)

Koch, H. William, Jr.
Top executive success; how to achieve it, how to hold it today. Modern executive career techniques. Englewood Cliffs, N. J., Executive Reports Corp., 1968. 304 pp.
Contents: Getting the message; How--and when--and where--to lead; Survival kit for the modern executive; How to clock yourself to achieve maximum satisfaction and reward; Are you moving up? or over? or out? The personal power play: when and how?

Laird, Donald A. and Eleanor C. Laird.
The dynamics of personal efficiency; guides for the fuller use of your capacities. New York, Harper & Brothers, 1961. 216 pp.
New findings in psychoacoustics, biodynamics and homokinetics explained in non-technical language. Applications, principles presented.

Laird, Donald A. and Eleanor C. Laird.
Practical business psychology. 3d ed. New York, McGraw-Hill Book Co., Inc., Gregg Publishing Division, 1961. 442 pp.
Oriented toward the human problems the reader will encounter, and the personal adjustments he will need to make in order to progress and be happy in modern business life.

Lazarus, Sy.
What to do when you've goofed. Supervisory management, vol. 8, no. 11, November 1963, pp. 4-6.
"... a few general principles that can be applied to any mistake in order to minimize the damage and maximize the benefits that can often be garnered from mistakes."

Levinson, Harry.
Cause and cure of personality clashes. Nation's business, vol. 49, no. 4, April 1961, pp. 84-86, 88-89.
Explores ways to help managers get along together. Discusses different personality styles such as inability to let go, rivalry, and severe personality problems.

Levinson, Harry.
The exceptional executive; a psychological conception. Cambridge, Mass., Harvard University Press, 1968. 297 pp.
Identifies the exceptional executive as one whose leadership is a fusion of aggression and affection which brings forth men's highest talents. Points discussed are the matrix of leadership, the task of top management, and the executive as teacher. Sees the basic function of the executive to be teaching subordinates to solve the organization's problems more effectively.

Identification and Development of Managerial Skills (Cont'd)

Levinson, Harry.
Is there an obsolescent executive in your company--or in your chair? Think, vol. 34, no. 1, January-February 1968, pp. 27-30.
Recommends three principles to anyone pursuing a managerial career: prepare for maximum flexibility, expect to continue education for a professional lifetime and fight feelings of passivity and fear. Maintains that the most effective device to combat executive obsolescence is responsibility for solving organizational problems.

McGregor, Douglas.
The professional manager; ed. by Caroline McGregor and Warren G. Bennis. New York, McGraw-Hill, 1967. 202 pp.
"The ... book applies the most recent findings of the behavioral sciences to the problem of achieving the goals articulated in The Human Side of Enterprise." It is concerned with how the individual and the organization can realize their objectives together. Managerial behavior, organizational effectivenss, and team work are explored.

MacKnight, Lileth.
Manners for managers. Supervisory management, vol. 11, no. 8, August 1966, pp. 13-17.
Pointers for supervisors on introductions, appointments, and the business lunch. Adapted from the author's Instant Etiquette for Businessmen (Arco Publishing Company, 1966).

McPherson, J. H.
The creative manager. Midland, Michigan, Dow Chemical Company, 1964. 45 pp.
Outlines and discusses five areas in which the creative manager must be proficient: knowledge of self, of individual differences, of how groups operate, of the creative process and of the relationship between organizational philosophy and behavior.

Madill, Frank C.
Your personal plan for self-development. Journal of the American Society of Training Directors, vol. 15, no. 11, November 1961, pp. 18-19.
Steps in planning professional self-development include: making a self-analysis, listing life's objectives, determining where you are now, computing objectives for one year, and planning now for the future.

Margut, Frances W.
Learn and grow through self-development. Personnel information bulletin (Veterans Administration), June 1965, pp. 7-9.
A program of self development can help in providing the continuous mental growth needed by an effective supervisor. How to carry out such a program is described here.

Identification and Development of Managerial Skills (Cont'd)

Marvin, Philip.
Multiplying your effectiveness: a guide to counseling young executives. Personnel administration, vol. 30, no. 5, September-October 1967, pp. 51-55.
Recommends reviewing one's goals and taking an inventory of one's abilities. Offers ten characteristics as personal performance checkpoints of one's competence for achieving one's goals.

Mason, Joseph G.
Find the pivot man. Nation's business, vol. 52, no. 12, December 1964, pp. 80-82, 84.
A subordinate upon whom much of an organization's success depends may be described as being broadly knowledgeable, a thinker and a driver, as one who innovates and makes suggestions, or who is observant and possessed of a good memory.

Mason, Joseph G.
How to build your management skills. New York, McGraw-Hill, 1965. 239 pp.
Tips and practical information in such areas as taking charge of your responsibilities, encouraging innovation, sharpening decision-making skills, learning to use tensions that motivate, and measuring your own performance.

Mason, Joseph G.
Make yourself a better manager. Nation's business, vol. 52, no. 2, February 1964, pp. 80-82.
Refers to success of well-known persons and firms and states that an individual's success depends not only on training courses but also on his personal actions and attitudes. Considers some of the things he can do to make himself a better executive.

Meyer, Paul J.
Make all the mistakes you can. Supervision, vol. 29, no. 2, February 1967, pp. 9, 29.
Author critizes young businessmen for their lack of initiative and fear of making mistakes, which he says prevents them from advancing in their jobs and broadening their knowledge.

Meyer, Paul J.
Personal motivation. Manage, vol. 19, no. 5, March 1967, pp. 25-28.
Author advocates self-motivation based on frank self-analysis as a key to success. He provides a five-point approach to personal development and suggests the cultivation of success attitudes.

Identification and Development of Managerial Skills (Cont'd)

Meyer, Paul J.
Your most important and toughest job: self-motivation. The Office, vol. 62, no. 1, July 1965, pp. 12-15, 18.
Cites the danger signals that point to "executive suicide"; all proceed from waning motivation. In order to counteract any such fate, the executive is exhorted to try a 5-step formula that will lead to renewed purpose and success.

Michigan. Civil Service Commission. Training Division.
Assignments in management; guide to effective supervisory action. Lansing, 1964. 3 v.
No. 3: How to plan your own program in supervisory self-development.

Montapert, Alfred A.
Success planning manual; executive methods to increase your worth. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1967. 245 pp.
A guide and personal record for formulating a life program for success. Sections on planning, finances, business, health, constructive thinking.

Moore, David G. and Eugene E. Jennings.
Keys to executive success. Washington, Nation's business, n. d.
Contents: Why some win, others lose; What decision-makers need; Power: how to use it; What it takes to build leaders.

Morse, Gerry E.
Human values and business leadership. Personnel, vol. 46, no. 4, July-August 1969, pp. 8-14.
Changes in business leadership now demand increased ability to learn and apply specific managerial skills requiring judgment and sensitivity in finding solutions to human value problems. Business leaders' responses to human needs reflect a new orientation which has led to more far reaching social involvement.

Mott, Harding, Jr.
The will to win. New York, Employee Relations, Inc., 1963. 15 pp.
Inspirational booklet on setting goals and working persistently to reach them.

Nation's Business (periodical).
Managing yourself. New 3rd ed. Washington, D. C., Nation's Business, 1966. 48 pp.
"How-to" tips on teaching yourself management skills, learning to work with your boss, selling your ideas, making the time you need, thinking your way to success, and others. Reprinted from material which appeared in regular monthly issues.

Identification and Development of Managerial Skills (Cont'd)

Nation's Business.
Ways to assure success. New York, 1965. 32 pp.
A selection of readings on how to cultivate and maintain executive skills.

Obrochta, Richard J.
How to succeed in business. Administrative management, vol. 23, no. 9, September 1962, pp. 14-16.
Lists do's and don'ts to consider when trying to succeed. Advises spelling out in detail one's aims, qualifications, plans and activities, and making the most of one's strong points.

Odiorne, George S.
Effectiveness; direct action for your success. Minneapolis, Minn., DirAction Press, Inc., 1967. 273 pp.
A "how-to" book for anyone concerned with aspects of management: communication; moving things, people and situations; activating others. Includes case studies.

Odiorne, George S.
How managers make things happen. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1961.
Describes various ways in which good managers think, behave and relate to their environment so that they get others to act.

Odiorne, George S.
Make aggressiveness an asset. Nation's business, vol. 48, no. 4, April 1960, pp. 102-104, 106, 109.
Looks at the three primary motives which stimulate a man to aggressiveness. Tells how to recognize danger points of the overly aggressive in each area, and suggests how to deal with them.

Odiorne, George S.
Make failure help you. Nation's business, vol. 49, no. 5, May 1961, pp. 88-90, 92.
Lists and discusses four basic rules for making failures pay off in career planning: maintain your equilibrium, learn from the experience, map a new course of action, and start working at your new plan immediately.

Odiorne, George S.
Managerial narcissism - the great self-development binge. Management of personnel quarterly, vol. 1, no. 3, Spring 1962, pp. 20-25.
Presents the thesis that self insight is not sufficient to assure self-development, that self understanding is more likely to come through studying others. Examines six common fallacies of many self-development plans of aspirant executives.

Identification and Development of Managerial Skills (Cont'd)

Odiorne, George S.
The unpromotable manager. Manage, vol. 20, no. 1, October 1967, pp. 46-49.
Suggestions for activities which encourage responsibility and develop skills expected of managers follow a delineation of the characteristics of the typical unpromotable manager.

O'Donovan, Thomas R.
Opportunism and executive behavior. Management of personnel quarterly, vol. 1, no. 3, Spring 1962, pp. 6-9.
Points out that one of the essential qualities of the successful manager is the ability to recognize and capitalize on opportunities. Defines opportunism and examines the attributes of the opportunist. Suggests where to look for opportunities, how to recognize them and what to do about them.

Packard, Vance.
The pyramid climbers. McGraw-Hill Book Company, Inc., 1962. 339 pp.
How are the future leaders of major enterprises measured, trained and chosen? How do managers work their way to the top? What are the rules for survival behavior? What are the most important abilities? These and other pertinent questions are asked about successful executives.

Parkinson, C. Northcote.
In-laws and outlaws. Illustrated by Robert C. Osborn. Boston, Houghton, Mifflin Company, 1962. 238 pp.
Good advice on how to succeed in business administration is offered in a tongue-in-cheek style.
Partial contents: Law of levity; Expertise; Chairmanity; Annual statement; Paperwork; Parkinsey report; and The third law.

Parris, Crawley A.
Mostering executive arts and skills. West Nyack, New York, Parker Publishing Company, Inc., 1969. 205 pp.
Ten lessons on how "to custom fit your self-development program to your individual needs, how to establish realistic goals, and how to make leadership attributes an integral part of your personality."

Pearson, Roy.
Where do we go from here? Think, vol. 30, no. 4, July-August 1964, pp. 2-5.
Discussion of four common causes of executive failure: lack of drive, insufficient imagination, lack of common sense, and inability to communicate.

Identification and Development of Managerial Skills (Cont'd)

Penney, J. C.
What an executive should know about himself. Chicago, Dartnell Corporation, 1964. 24 pp.
Author dwells on a few traits he has found from experience to be particularly valuable to the embryonic and the "case-hardened" executive alike.

Prahalis, C. P.
Be recognized and advance! Manage, vol. 22, no. 1, October 1969, pp. 38-42.
Tips on how the manager can make himself visible so he will be considered for promotions.

The president looks at his job. Management record, vol. 24, no. 5, May 1962, pp. 2-11.
A roundtable discussion by organization presidents or chairmen examines such issues as the meaning of being chief executive, the loneliness of the position, decision making, relations with the board of directors, measuring the chief's performance, and basic responsibility of the job.

Put your ego to work.
Nation's business, vol. 49, no. 1, January 1961, pp. 34-35, 52-55.
Discusses how our self-image affects our business behavior; how it contributes to strength and weakness; and how we can harness it to improve effectiveness in ourselves and others. Includes question chart, "How to understand yourself."

Randall, Clarence B.
Making good in management. New York, McGraw-Hill, 1964. 159 pp.
A well-known retired executive speaks to young managers.

Randall, Clarence B.
The making of an administrator. Dun's review and modern industry, vol. 80, no. 3, September 1962, pp. 43-47.
Among the possessions of a top executive are a clear and analytical mind, decisiveness and a sense of timing, imagination, consistency, and courage. Others are command of both the written and the spoken word, ability to focus on the essentials, sensitivity, and the undefinable quality of character.

Rock, Milton L.
Executive development: the proof is in the improving. Personnel journal, vol. 42, no. 3, March 1963, pp. 139-142.
Proposes a program that teaches executives to define and analyze their problems and to solve them creatively.

Identification and Development of Managerial Skills (Cont'd)

Rohrer, Hibler & Replogle.
Managers for tomorrow, edited by Charles D. Flory. New York, New American Library, 1965. 326 pp.
A staff of industrial psychologists report on the manager, an essential element of the human revolution that has made possible the technological one. Study of the man-his potential, motives, self-concept, and role; the process -- actions, communication, morale; the responsibilities -- authority, instigation, development, obsolescence, community responsibilities; the purposes -- values, philosophy, performance, growth and survival.

Rosenberger, Homer T.
Forty-four techniques for getting things done. Washington, U. S. Department of Commerce, 1963. 20 pp.
Pointers on how to set goals and attain them range from advice on writing and speaking to personal attitudes and working with people.

Ryan, Edward M.
Stimulating employees for self-improvement. NOMA management bulletins, vol. 4, no. 5, November 1963, pp. 7-11.
Discusses factors essential to the success of a self-improvement plan--the power of example and participation, and the importance of recognizable benefits.

Sampson, Robert C.
Managing the managers; a realistic approach to applying the behavioral sciences. New York, McGraw-Hill, 1965. 272 pp.
Contends that the measure of managing is the proper use of power. Examines the what, why, and how of managing management people. Looks at the problems of personal and organization power, examines their causes and the dimensions of power. Shows "how a manager can develop his situation in its totality through the four interdependent processes of (1) managing himself, (2) organizing and selecting, (3) administering and individual coaching, and (4) integrating and developing his staff.

Scherba, John.
To get ahead, step out of your niche. Supervisory management, vol. 14, no. 10, October 1969, pp. 9-12.
Outlines nine practical ways to build managerial prowess through self development activities intended to broaden the executive's range of knowledge.

Schneer, Wilbert E.
Executive success. Personnel journal, vol. 46, no. 3, March 1967, pp. 144-149.
Examines factors essential to executive success. Also points out qualities to look for in executives, more common reasons for executive failure, and requisites for getting along with others.

Identification and Development of Managerial Skills (Cont'd)

Schoeller, V. Donald.
Set standards for your own performance. Administrative management, vol. 25, no. 5, May 1964, pp. 22-24, 26.
Self-imposed performance standards possess a psychological advantage since they originate with the individual rather than with the boss. Outlines an eight-step system which is identified as managerial performance "budgeting."

Schuler, Stanley.
Think your way to success. Nation's business, vol. 52, no. 4, April 1964, pp. 88-90, 92.
Automation may allow more time for thought but effective thinking depends upon intelligence, system for thinking, goal, access to information, and atmosphere conducive to thought.

Schuler, Stanley.
You can get ahead faster. Nation's business, vol. 51, no. 2, February 1963, pp. 76-79.
Advises (1) analyzing one's own progress, potential and motivation, (2) considering the condition of the firm, and (3) if necessary, consulting a counselor.

Schultz, Richard S.
How to develop your individuality for the management team. Supervision, vol. 22, no. 9, September 1960, pp. 28, 29.
A seventeen-point checklist to help an individual locate areas for his own improvement.

Self-analysis for executive success (filmstrip).
Los Angeles, Calif., Executive Development Inc., 1964. 100 fr., color, sd; 33-1/3 rpm (Executive development series, no. 2)
Summary: "... New and exciting approach to understand oneself and one's impact on others. The film clearly shows the organizational values to be derived from this kind of analysis."

Sener, Charles and Max Clark.
Self-development: a new emphasis in management training. Swarthmore, Pa., The Personnel Journal, Inc., 1962. 1 v.
Describes a management development program based on the self-directed approach used at Illinois Bell to supplement the usual training approaches which did not provide for leadership qualities.
A sample copy of the self-development guide is included.

Slote, Leslie M.
See yourself as your employees see you (Action idea no. 56). Business management, vol. 30, no. 3, June 1966, pp. 99-104.
Presents the "semantic-differential" test which has been used at the highest and lowest levels of management. Comments on its advantages and disadvantages and suggests pointers for its use.

Identification and Development of Managerial Skills (Cont'd)

Smith, Seymour.
Developing the inner man. AMS professional management bulletins, vol. 7, no. 9, February 1967, pp. 11-15.
Author suggests that success on a job is the result of inner intangible resources, i.e., a grasp of the meaning of life and a sense of the individual's function in work and in the social context. Also takes up the need for basic norms of morality in the business situation.

Snively, W. D., Jr.
Profile of a manager; a descriptive approach. Philadelphia, J. B. Lippincott Company, 1965. 44 pp.
What are the qualities of the successful manager? Criteria are given which should prove useful especially in selection and promotion of executives.

Spaulding, George E., Jr.
The "effective" executive: what qualities make the difference? Management review, vol.53, no. 11, November 1964, pp. 4-15.
Discusses successful executive, not in terms of adjectives describing his personal attributes but in terms of his "mental set" and of organizational climate that effectively attracts and retains qualified personnel.

Stansbury, Max E.
"If at first you do not fail ..." Supervisory management, vol. 9, no. 9, September 1964, pp. 8-12.
Offers advice which, if applied in reverse, should contribute toward success. Items in recipe for failure include being a one-man band, day-dreaming, and living by rules and red tape.

Stewart, Nathaniel.
Free yourself of blind spots. Nation's business, vol. 48, no. 10, October 1960, pp. 86-88, 90, 92.
Four blind spots which can block a manager's promotion or advancement relate to: people, ideas and values, handling of problems, and facing up to the realities of organizational life.

Stewart, Nathaniel.
Strategies of managing for results. West Nyack, New York, Parker Publishing Company, Inc., 1966. 214 pp.
This book, aimed at the self-development of managers, provides suggestions on strategies in building managerial capabilities, getting the best effort and performance from subordinates, and meeting and solving management problems.

Identification and Development of Managerial Skills (Cont'd)

Stone, W. Clement.
How to motivate yourself and others. Nation's business, vol. 46, no. 7, July 1968, pp. 76-81.
Proclaims that success lies within the individual and has three ingredients: self-motivation, know-how and knowledge.

Streeter, Philip.
What kind of boss are you? The Office, vol. 60, no. 2, August 1964, pp. 82, 165-166+.
Offers ten evaluative questions for an executive to ask himself.

Stryker, Perrin.
The character of the executive; eleven studies in managerial qualities. New York, Harper and Brothers, 1960, 237 pp.
Each study provides a story of an executive confronting a typical business situation through which emerge, for the reader, principles of good management. Contains chapters on decisiveness, emotional stability, and leadership.

Test for a top manager: have you stopped growing? Business management, vol. 28, no. 4, July 1965, pp. 64-66.
How honest will your answers be about your rate of personal and professional growth? Warren C. McGovney, a personnel consultant, has presented seven main questions to those who would like to know where they stand in self-development.

Timbers, Edwin.
Motivating managerial self-development. Training directors journal, vol. 19, no. 7, July 1965, pp. 22-24.
Explanation of motivation as it applies to managers, who, like all men, are inner-directed or other-directed. Includes an action program, which, if followed, should engender an atmosphere in which managers could develop themselves.

Umbach, Clayton A., ed.
How to prepare for management responsibilities. Houston, Texas, Gulf Publishing Company, 1961. 274 pp.
Collection of readings for engineers who wish to become managers, and for managers who wish to refer to experienced counselors.
Contents: (1) Improving your relations with others; (2) Improving yourself; and (3) Learning to think like a manager.

Uris, Auren.
Are you tomorrow-minded? Management review, vol. 50, no. 2, February 1961, pp. 13-17, 73-76.
Considers tomorrow-mindedness as more than just long-range planning since it contains elements of imagination.

Identification and Development of Managerial Skills (Cont'd)

Uris, Auren.
The executive breakthrough; 21 roads to the top. Garden City, N. Y., Doubleday & Co., 1967. 421 pp.
Case studies of 21 successful executives lead to the conclusion that certain key elements and a basic pattern of attitude and action are components of achievement.

Uris, Auren.
Keeping young in business. New York, McGraw-Hill, 1967. 241 pp.
To continue a state of youthfulness, makes suggestions for staying fit mentally, for maintaining personal efficiency and physical fitness, and offers ways to move ahead professionally.

Uris, Auren.
Make the most of your weaknesses. Nation's business, vol. 55, no. 4, April 1967, pp. 74-76.
Sets forth a four-way analysis of executive activity and presents a series of steps that can lead to improved achievement. Counsels that weighing your strong and weak points is the initial step toward self-improvement.

Uris, Auren.
Mastery of management; how to avoid obsolescence by preparing for tomorrow's management today. Homewood, Ill., Dow Jones-Irwin, Inc., 1968. 265 pp.
Provides a backward/forward look at management and suggests courses of action to help update management skills. Key areas examined are dynamics, environment, tools and the future. Discusses technology, the behavioral sciences, computers. Lists suggestions for further readings.

Uris, Auren.
Put new life in your career. Nation's business, vol. 53, no. 9, September 1965, pp. 78, 80, 82+.
Examines the three major causes of executive failure and tells how to avoid them.

Uris, Auren.
The strategy of success. New York, Macmillan, 1969. 218 pp.
Guide for self-evaluation and high achievement using "built-in" stepping stones. Based on case histories of successful executives.

Identification and Development of Managerial Skills (Cont'd)

Valentine, Raymond F.
Initiative makes the difference. Supervisory management, vol. 11, no. 3, March 1966, pp. 4-9.
How the supervisor can grow through developing his initiative.

Vincent, Paul.
Separating the men from the boys. Springdale, Conn., Motivation, Inc., 1963. 64 pp.
"A handbook for young men in business."

Webster, Eric.
How to win the business battle. New York, Coward-McCann, 1964. 168 pp.
Humourously written and illustrated book providing the executive with tips on using manpower, calling a meeting, selecting a secretary, etc.

Weill, Peter R.
Educate yourself for more progress. Administrative management, vol. 24, no. 12, December 1963, pp. 34, 39-41.
Survey of opportunities available to executive who is responsible for his own development.

What it takes to be successful. Nation's business, vol. 51, no. 6, June 1963, pp. 66-68, 70+.
Well-known business men, educators and consultants describe qualities they think managers should have. Among the characteristics are self-confidence, leadership, imagination, integrity, luck, aggressiveness, and ability to delegate, to function as a generalist, and to see relationships among complex functions.

White, D. L.
Home study suits the self-disciplined. The Office, vol. 70, no. 6, December 1969, pp. 57-58.

White, D. L.
Ten rules for executive advancement. Trained men, vol. 46, no. 1, 1966, pp. 20-24.
Reminders for self-help.

Whiteside, Lynn W.
Effective management techniques for getting things done. West Nyack, New York, Parker Publishing Co., Inc., 1968. 213 pp.
"The system shows you how to direct, guide, and assist employees to get outstanding results." Sections on public relations, use of resources, retaining good employees, etc. Part 3 is devoted to bringing one's performance up to potential.

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Identification and Development of Managerial Skills (Cont'd)

Whiteside, Lynn W.
The know-and-do manager. West Nyack, N. Y., Parker Pub., Co., 1966. 217 pp.
The "know and do" manager is described as one who takes advantage of all his abilities to meet the demands of his present job and to face future responsibilities. Of particular help to him are the seven "C's" of effective management. Among them are communication, cooperation and a competitive spirit.

Wilson, Howard.
Personal self-appraisal scale; interests, personality traits, individual differences. Chicago, Administrative Research Associates, 1960. 7 pp.

Winter, Elmer L.
Toward the total executive. Advanced management journal, vol. 31, no. 1, January 1966, pp. 47-52.
Maintains that the executive of tomorrow needs an "omni-directional" growth. Explores five aspects of the portrait of a total executive: a world-wide horizon, human sensitivity, direct contact with employees at all levels, a sort of restlessness, and a balance-wheel that takes him away from his business and out into the community.

Wrapp, H. Edward.
Good managers don't make policy decisions. Harvard business review, vol. 45, no. 5, September-October 1967, pp. 91-99.
Wrapp's description of the characteristics of top executives runs counter to much of the literature of management but he provides strong support for his thesis. The five skills he finds essential for the general manager are the ability to be well informed, to concentrate on a limited number of significant issues, to identify those areas where direction from the top is warranted, to give the organization a sense of direction with open-ended objectives, and to spot opportunities and relationships. He does not feel it is possible for top management to operate under definite policy objectives.

Wright, Lester M.
The proven formula for job promotion. New York, Vantage Press, 1968. 60 pp.
Provides a program for self-improvement and development which concentrates on six major factors for success: interest, attitude, personality, industriousness, knowledge, and skill.

Wytmar, Richard J.
Characteristics of success. Personnel administrator, vol. 9, no. 5, September-October 1964, pp. 9-11, 36.
Among the characteristics of a successful executive are flexibility, simplicity or ability to reduce problems to their elements, motivation, and skill in self-dramatization. Brief examples illustrate these features in an executive profile.

Identification and Development of Managerial Skills (Cont'd)

Wytmar, Richard J.
Executive maturity. Manage, vol. 20, no. 10, September 1968, pp. 25-29.
Maturity is not necessarily a function of age but is rather a state of mind which includes self-control, involvement, understanding, power, sensitivity, imagination, practicality and individualism.

Wytmar, Richard J.
Executive success. Manage, vol. 22, no. 1, October 1969, pp. 21-26.
Discusses several characteristics common to successful executive leaders: motivation, continuous action, counseling with others, flexibility, simplicity, dramatization.

Zaleznik, Abraham.
Management of disappointment. Harvard business review, vol. 45, no. 6, November-December 1967, pp. 59-70.
Makes suggestions to the executive for handling disappointments so that he can make such episodes opportunities for personal growth and even outstanding performance.

CAREER PLANNING

Angel, Juvenal L.
Specialized resumes for executives and professionals. New York, Regents Publishing Company, 1967. 160 pp.
General introductory material followed by sample resumes for a wide variety of occupations, e.g. personnel manager, chief counsel, editor, chemist, etc. Special sections for retired military and for recent college graduates. Directories of corporations, recruiting and consulting services.

Black, James M.
Executive on the move: tackling your new management job. New York, American Management Association, Inc., 1964. 128 pp.
An immensely practical book of information for the executive who transfers or changes jobs.
Contents: How to get ready to start a new job; The first days on your new job; How to get a good grip on your new job; How to know how you're doing; The social swim; Some final words--especially for transferred executives.

Black, James M. and Edith M. Lynch.
How to move in management; an executive's guide to changing jobs. New York, McGraw-Hill Book Company, 1967. 234 pp.
This guide for executives contemplating changing jobs considers the timing and strategy of the job change and procedures for seeking a new position. It also makes suggestions regarding consulting firms, employment agencies, and the interviews. It reviews the executive's responsibilities to the former employer as well as his relationship to the new one.

Black, James M.
When you're promoted or transferred. Supervisory management, vol. 9, no. 11, November 1964, pp. 8-12.
Specific advice on how to get off to a good start in a new job.

Boll, Carl.
Executive jobs unlimited. New York, Macmillan, 1965. 169 pp.
The Placement Chairman of the Harvard Business School Alumni Association discusses resumes, broadcast letters, job advertisements, interviews, the transfer from government to indsutry, executive search firms and employment agencies, and getting a job at fifty or after.

Booz, Donald R.
Chaos in career planning. Advanced management journal, vol. 29, no. 3, July 1964, pp. 50-54.
Advice to young recruit includes consultation with personnel department, use of annual review to assess his progress and skills, courage to move on, and constant effort to improve himself and to learn more about his world.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Career Planning (Cont'd)

Brooks, Thomas R.
Mid-career slump -- the unspoken threat. Dun's review and modern industry, vol. 84, no. 5, November 1964, pp. 38-39, 113-114, 116.
Notes tendency of some executives to experience mid-career plateaus in their advancement, and offers advice to them and to their superiors on how to cope with this situation.

Cassidy, H. W.
Would your resume get you a job? American engineer, vol. 37, no. 7, July 1967, pp. 14-19.
Pointers to the engineer on how to look for a job and suggestions for preparing and using a personal job resume.

Changing times (periodical).
Your job and your future. Washington, 1961. 30 pp.
Eight articles on getting a job, getting promotions, using employment agencies, etc.

Chusid, Frederick.
How to be fired and turn it into a success. Professional engineer, vol. 39, no. 6, June 1969, pp. 23-26.
Since there are many job openings for today's engineer, the one who has been fired should take a planned approach to placing himself in a new position. Self analysis, planning, advice-getting and counseling may be the keys for him to obtain a more satisfying position than the one he left behind.

Dill, William R., Thomas L. Hilton, and Walter R. Reitman.
How aspiring managers promote their own careers. California management review, vol. 11, no. 4, Summer 1960, pp. 9-15.
Argues that men who get ahead do so because "they have better developed analytic heuristics and thus are more sensitive to salient features of their immediate job environments," they adapt quickly to local situations, and take the initiative in defining their roles in the organization.

Donahue, J. Howard.
This job or that? Manager, vol. 21, no. 5, March 1969, pp. 39-43.
Offers a chart for weighing advantages and disadvantages of a job change--company or personal advancement, business associates, working and living conditions, and salary.

Dressner, Howard R.
How to handle a bigger job. Nation's business, vol. 51, no. 8, August 1963, pp. 68-71.
Describes perils and pleasures of increasing responsibility, and positive action to take to avoid pitfalls.

Career Planning (Cont'd)

Drucker, Peter F.
The 3rd market. Careers today, vol. 1, no. 3, March 1969, pp. 54-55.
Elaborates on the idea that the labor market has changed to a "career market" where educated people can shop to find the job they want.

Executive job hunters get a guide. Business week, no. 1898, January 1966, pp. 45-46, 48.
A report on the business of executive career counseling for those who want or need a new position.

Famularo, Joseph J. and Phillip S. Atkinson.
Executive profile; the young man's guide to business success. New York, McGraw-Hill, 1967. 372 pp.
How to find a job and how to succeed in it. Volume covers aspects of a business career from resume writing and wardrobe through obligations of executive responsibility. There are chapters on relations with your co-workers, your secretary and your public; communications; and becoming a supervisor.

Friant, R. J.
Getting ahead in the company: how to keep track of where you are and where you're going. Management review, vol. 56, no. 4, April 1967, pp. 42-49.
Author discusses the advantages of using the performance profile worksheet for career planning. This technique offers a systematic approach to requirements of a job and to the individual's accomplishments in relation to reaching them.

Gardiner, Glenn L.
How you can get the job you want. New York, Harper & Row, 1962. 178 pp.
Covers such topics as preparation for the employment interview, how to overcome difficulties of the interview, effective use of letters, and sources of additional information for job seekers. Revision of 1945 edition.

Glaser, Barney G., ed.
Organizational careers; a sourcebook for theory. Chicago, Aldine Publishing Co., 1968. 468 pp.
A compilation of articles excerpted from the originals to produce a flow of theoretical ideas on organizational careers. Articles are built around the following topics: a theory of organizational careers, recruitment, career motivations within the organization, loyalty and commitment to the organizational career, sources and strategies of promotion, managing demotion, succession, moving between organizations, executive and worker career patterns.

Career Planning (Cont'd)

Gleason, Richard D.
How to take advantage of the executive shortage. Management review, vol. 55, no. 12, December 1966, pp. 19-23.
Author predicts an impending shortage of young executives and advises the ambitious young man to begin long-range planning. He specifically suggests preparation for a particular position and careful selection and preparation of a successor. He concludes with a case history and a checklist for the advancing executive.
Condensed from Northwestern Review, vol. 1, no. 3.

Have you outgrown your job? Business management, vol. 27, no. 7, April 1965, pp. 48-54.
"Key point: before you consider a change, try to build into your job the things it's now missing. Then if you can't, move."
Guidelines to solving the dilemma of when to stay on the job and when to move. Includes job evaluation guide chart.

Hubbard, Harold G.
Career choices of successful business executives. Personnel and guidance journal, vol. 44, no. 2, October 1965, pp. 147-152.
Vice-presidential level executives were surveyed according to five possible determinants of career selection. These were: time of decision to enter a business career; significance of personal influences in career choice; importance of the family socio-economic level; part played by personal values; the effect of long-range goals as they related to choice of career. Conclusion reveals that there is a pattern of background characteristics that are related to executive competence; findings should be helpful in identifying executive talent.

Ingredients for success. News front, vol. 6, no. 4, May 1962, pp. 22-25.
30 eminently successful business men tell what they feel are the ingredients of success and offer advice for the young executive facing the usual problems of building a career.

Jaquish, Michael P.
Personal resume preparation. New York, J. Wiley, 1968. 158 pp.
Pointers on format, supplemental material, master copy, professional resume services, covering letters, and resume revisions.

Jennings, Eugene E.
The nature of a career crisis. Business topics, vol. 13, no. 4, Autumn 1965, pp. 43-57.
Identifies the career crisis as one in which the executive is faced with a decision to act primarily on behalf of self. Discusses causes and symptoms of the condition as well as therapy. Includes case histories.

Career Planning (Cont'd)

Knudson, Harry R. and Wendell L. French.
Planning your executive career. Management review, vol. 50, no. 5, May 1961, pp. 35-37.
Indicates that although there is no precise formula for determining the best way for planning a career, the guidelines discussed can be helpful.

Lawler, Edward E. III.
How long should a manager stay in the same job? Personnel administration, vol. 27, no. 5, September-October 1964, pp. 6-8, 27.
Analysis of data obtained from managers' ratings of themselves in order to investigate the relationship between a manager's job attitudes and the length of time he remains in the same job, including attitudes at different levels of management. Draws conclusions concerning value of middle and lower level managers changing jobs to retain beneficial job attitudes.

Lynch, Philip.
Are careers obsolete? Personnel, Journal of the Institute of Personnel Management (Great Britain), vol. 1, no. 9, August 1968, pp. 30-33.
Cites data showing that graduates seek career versatility by training in a specialty, and later branching out into management areas. Outlines a suggested program of "selecting for a career" to eliminate recruitment, training, and turnover problems and lists the plan's advantages. Gives specific applications to the British civil service.

Make the most of your promotion.
Nation's business, vol. 48, no. 7, July 1960, pp. 66-68.
Author advises the person who is promoted to concentrate on his job and to try not to let the problems of adjustment (those concerning the job and those concerning the social situation) interfere.

Marting, Elizabeth.
Invitation to achievement; your career in management. New York, American Management Association, Inc., 1967. 32 pp.
Explanation of what management is, the functions of the manager, what it takes to be one, and how best to prepare one'sself for the job.

Miller, Norman R.
Career guidance - a means of tapping hidden potential. Personnel, vol. 41, no. 4, July-August 1964, pp. 36-42.
Considers waste of 90% of untapped potential and outlines counseling program aimed at assisting employees in defining and devloping career goals in an organization. Details of procedure involve appraisals, personnel records, questionnaires, and biographical interviews, etc.

Career Planning (Cont'd)

Odiorne, George S.
Make failure help you. Nation's business, vol. 49, no. 5, May 1961, pp. 88-90, 92.
Lists and discusses four basic rules for making failures pay off in career planning: maintain your equilibrium, learn from the experience, map a new course of action, and start working at your new plan immediately.

Oregon. State Department of Education.
That job; suggestions on how to choose it, prepare for it, get it, do it, progress in it. Rev. ed. Salem, n.d. 13 pp.

Pecsok, James D.
Waves of the future: your career? Vital speeches of the day, vol. 35, no. 18, July 1, 1969, pp. 553-556.
Warns that to avoid obsolescence a company must anticipate changes, recognize new opportunities and chart the course of future success. Attempts to outline what the significant changes will be for business and industry and suggests that aspiring managers plan their careers accordingly.

Quay, John G.
Career planning; patterns and turning points in executive growth. Training and development journal, vol. 22, no. 3, March 1968, pp. 14-21.
Emphasizes career planning based on the interests, abilities and aspirations of the individual rather than the job requirements. The article cites six common career patterns, and identifies key points in career development where training and use of advisors can help manager achieve their fullest potential.

Rittner, Bess.
So...you'd like to change your job. Office economist, vol. 42, no. 2, March-April 1960, pp. 8-9.
Questions the office worker should put to herself before deciding to look for another job.

Roberts, Robert C.
15 questions on job resumes. Professional engineer, vol. 38, no. 12, December 1968, pp. 31-33.
Answers to 15 questions to aid the engineer, or any applicant, in preparing a better presentation of relevant job facts.

Rood, Allan.
Realizing your executive potential; job strategy for the management career man. New York, McGraw-Hill, 1965. 223 pp.
Volume addressed to middle-managers to aid them in making career decisions. It covers methods and procedures, and motivation and its significance in decision-making. It includes case studies in the form of vignettes of actual placement decision-making situations.

Career Planning (Cont'd)

Schoenfeld, Gretchen.
Make your resume sell. Office executive, vol. 35, no. 9, September 1960, pp. 24-25.
Presents three basic points to remember in preparing a job resume: it is a sales piece, not an application blank; it should be a "you description," not a job description; it should be interesting.

Sharp, Harold S.
Are you ready to step up? Trained men, vol. 41, no. 1, 1961, pp. 8-11.
Suggests steps to ready oneself for promotion. Among them are: be interested in your work; watch your personal appearance; watch your spoken and written English; learn all aspects of your job and of your supervisor's job; be pleasant, businesslike and agreeable.

Shelton, C. R. and Melba Colgrove.
When and how to quit a job. Nation's business, vol. 52, no. 10, October 1964, pp. 96-98, 100, 102.
Discusses reasons for resigning one's position and makes suggestions on best way to accomplish the separation. Considers exit interview and possible psychological effects of leaving.

Stahl, O. Glenn.
A developing concept of careers. Public personnel review, vol. 27, no. 1, January 1966, pp. 25-27.
Identifies factors in a concept of careers and points out the collective effect of these factors on the personnel scene: retirement systems and service. Foresees as new watchwords for the careers of the future: increasing diversification, education as a way of life, and careers more responsive to planning.
Article adapted from an address delivered at the Public Personnel Association's 1965 International Conference on Public Personnel Administration, Milwaukee, Wisconsin.

Thompson, John M.
Your career is not your own. Engineer, vol. 9, no. 5, September-October 1968, pp. 15-17.
Maintains that a career is affected by factors other than one's ambition--among them are one's leaders and the type of organization for which one works.

Uris, Auren.
The executive job market; an action guide for executive job seekers and employers. New York, McGraw-Hill, 1965. 276 pp.
"The book was conceived to fill the gap between the scant practical information available, and what's needed to help executive and company operate successfully in the executive job market." It examines such topics as the avenues of recruitment, employment agencies, executive search services, advertisements, direct mail, counseling, resumes, the job interview, testing, and references.

Career Planning (Cont'd)

White, D. L.
Hints for executives changing to a new job. The Office, vol. 61, no. 4, April 1965, pp. 209-212.
Details to make the executive poised during the first days on the new job: allow plenty of time in the morning, don't try too hard, don't hurry, don't rush friendships, take notes, have activities in off hours, massage away tension.

IMPROVING LEADERSHIP SKILLS

Adair, John.
Training for leadership. London, Macdonald and Co., Ltd., 1968. 158 pp.
"The aim of this book is to demonstrate that leadership potential can indeed be developed in more effective ways than at present and to show how this may be done." Describes the "Sandhurst course in functional leadership" and its application to the training of junior managers in industry.

American Management Association.
Leadership on the job; guides to good supervision. Selected readings from Supervisory Management. Rev. ed. New York, 1966. 336 pp.
These selections are intended to provide a common-sense approach to supervisory functions such as communications, union-management relations, building a competent staff, special personnel problems, etc. Bibliography.

Benge, Eugene J.
Think and act like a leader. Supervision, vol. 22, no. 9, September 1960, pp. 10-12.
An 8-point guide to stronger leadership and better supervision which emphasizes employee-centered supervision and the belief that what an executive is and does is more important than what he knows.

Bennis, Warren G.
New patterns of leadership for tomorrow's organizations. Technology review, vol. 70, no. 6, April 1968, pp. 37-42.
The new demands of the organizational environment require executives to exercise new leadership competencies. Organizations will be "adaptive, rapidly changing, temporary systems"; and leaders must be able both to understand the systems and to deal with the related interpersonal requirements.

Bickmore, Lee S.
The price of leadership. S.A.M. advanced management journal, (formerly Advanced management journal), vol. 34, no. 1, January 1969, pp. 10-13.
Leadership requires great preparation, the ability to work with people, mastery of your subject, and very hard work.

Blyth, John W. and Robert G. Johnson.
Setting your leadership goals. New York, Argyle Publishing Corp., 1967. 109 pp. (Leadership skills series)
Programmed course for managers and others.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Improving Leadership Skills (Cont'd)

Brereton, Lewis H.
The nature of leadership. The Airman, vol. 9, no. 2, February 1965, pp. 12-16.
"... I think we can say first that circumstances and time dictate the need for leadership and the mold of the leader. Secondly, the leader is in great measure elected with the consent of his followers."
Although a man cannot make himself a leader, he can strive to develop leadership characteristics: integrity of character, knowledge, intelligence, courage, dedication, sense of responsibility, confidence, stamina, initiative. Leadership is a personal relationship which must be translated into positive action. The leader's role is to select the right people for the right job, to organize these people to achieve maximum results, and to motivate the group to obtain its goal.

Buchanan, Paul C.
The leader and individual motivation. A Leader-Training Workbook. New York, Association Press, 1962. 63 pp.
Provides a self appraisal of leadership know-how through a light-weight examination of five principles of human behavior. Includes cases to examine. The way in which you would respond as leader.

Burtner, Tom.
Thinking like a manager. Manage, vol. 20, no. 3, January 1968, pp. 42-46.
Dr. Danielson, a management consultant to a National Management Association Conference, advanced the theory that the basic function of a manager was to survive and developed a survival kit to assist him. Article presents his ideas of the qualities that characterize a manager and the things which comprise the survival kit.

Centner, James L.
The characteristics of a successful leader. The Office, vol. 67, no. 1, January 1968, p. 72.
Notes some basic leadership characteristics and raises questions for identifying them.

Chapman, Gilbert W.
Need for self-discipline. Dun's review and modern industry, vol. 80, no. 4, October 1962, pp. 83-86.
Declares that business leadership depends upon self-discipline which will help develop in executives the qualities of integrity, boldness, individuality, understanding and loyalty.

Cook, C. W.
Business leadership. Business topics, vol. 9, no. 1, Winter 1961, pp. 28-35.
Points out that successful business leadership requires both short-term view and long-term vision. Examines the characteristics of leadership and concludes that in these times the need for better leadership is greater than ever.

Improving Leadership Skills (Cont'd)

Cummings, John.
Motivation--the art of leaders. Manager, vol. 21, no. 5, March 1969, pp. 44-47.
Identifies qualities contributing to good leadership and ability to motivate. Some of these are flexibility, proper attitudes, and stability.

Davis, Harold S.
Executive leadership. Training and development journal, vol. 23, no. 4, April 1969, pp. 49, 51.
Touches on five fundamental principles: know your job, be sincere, know your personnel, be decisive, communicate.

Ewing, Russell H. and Nadine R. Ewing.
The identification, education and evaluation of leaders. Training directors journal, vol. 18, no. 6, June 1964, pp. 32-36.
Presents a 50-item checklist of leadership functions and traits that can be improved or developed and a discussion of (1) management functions that need leadership, (2) kinds and types of leaders, and (3) use of checklist as a continuous evaluation tool.

Fiedler, Fred S.
Style or circumstance: the leadership enigma. Public administration news (Management forum), vol. 19, no. 1, sect. 3, April 1969, pp. 1-4.
Summary of Fiedler's views on effective leadership, with special emphasis on the relationship between the individual and the group. Reprinted from Psychology Today Magazine, March 1969.

Goode, Cecil E.
Leadership ... on course or aground? Advanced management - Office executive, vol. 1, no. 8, August 1962, pp. 7-9.
Recognizes the importance of broad education for leadership, the need for proper facilities, and an encouraging atmosphere for personal growth, but emphasizes the prime responsibility of the individual for choosing his course and taking advantage of his opportunities.

Hagan, John T.
Struggling for excellence: Three case histories. Management review, vol. 57, no. 2, February 1968, pp. 4-22.
Three examples of excellence in leadership and managerial skills.

Hersey, Paul and Kenneth H. Blanchard.
Life cycle theory of leadership; is there a "best" style of leadership? Training and development journal, vol. 23, no. 5, May 1969, pp. 26-34.
Critical analysis and comparison of various leadership theories and explanation of the author's own Life Cycle Theory of Leadership. This theory emphasizes the role of the followers and is based on a curviilinear relationship between structure and socio-economic support.

Improving Leadership Skills (Cont'd)

Holloman, Charles R.
Leadership and headship: there is a difference. Personnel administration, vol. 31, no. 4, July-August 1968, pp. 38-44.
Distinguishes between headship (authority by virtue of position) and leadership (authority by virtue of personal influence). Aims to provide the supervisor with a better understanding of relations with his subordinates.

Huneryager, S. G.
Essentials of effective leadership. Supervision, vol. 25, no. 5, May 1963, pp. 4-6.
Discusses major factors which would contribute to the leadership success of average managers and supervisors.

Jennings, Eugene E.
The anatomy of leadership. Management of personnel quarterly, vol. 1, no. 1, Autumn 1961, pp. 2-9.
Analyzes leadership by describing leaders of today, what they do, who they are, how they are limited by bureaucracy, and what their limitations are in relation to efficiency, conservatism, the power struggle, mission and creativity. Prophesies that "the leader of the future will be that individual with the great mission to overcome the mass feeling of alienation and self-inadequacy.... He puts his own house in order."

Jennings, Eugene E.
What it takes to build leaders. Nation's business, vol. 49, no. 1, January 1961, pp. 60-63.
Discusses leadership, obstacles hampering its emergence, and how it can be developed and encouraged.

Jones, John P.
Changing patterns of leadership. Personnel, vol. 44, no. 2, March-April 1967, pp. 8-15.
Finds that the most common models of organization and leadership are now outmoded, that a revolution in leadership and organizational patterns is in order. Enumerates characteristics of ideal kinds of behavior needed.

Kappel, Frederick R.
Aspects of leadership. Vital speeches, vol. 32, no. 8, February 1, 1966, pp. 254-256.
Suggests: trying to develop qualities of leadership in many people at different levels of management; giving able employees work that requires their best efforts; conquering the tendency to resist change; inspiring in professional specialists commitment to the business they work for; getting employees in all departments to give thought to what they want their new management tools and systems to do; and encouraging the disposition to look ahead and prepare. Stresses the importance of sharing time and ideas with the people whose enthusiasm you seek to arouse.
Address delivered at the Man in Management Award Dinner, The Advisory Council of Pace College, New York, January 18, 1966.

Improving Leadership Skills (Cont'd)

Killian, Ray A.
Managers must lead! A supervisor's roadmap to advancement. New York, American Management Association, 1966. 284 pp.
Provides guidelines and principles for dealing with a wide range of daily human problems. Pointers on understanding human behavior, creating positive job attitudes, motivation, correction, complaints, learning and training, counseling, job performance, working with women, delegation, communication, creativity, executive growth.

Koontz, Harold.
Challenges for intellectual leadership in management. California management review, vol. 7, no. 4, Summer 1965, pp. 11-18.
Major challenges for intellectual leadership in management are: developing a systematized discipline of management, integrating findings of underlying disciplines, promoting understanding, obtaining more real research, compressing knowledge, and promoting more managerial inventions. Where and how can this needed leadership be developed?

Koprowski, Eugene J.
Toward innovative leadership. Business horizons, vol. 10, no. 4, Winter 1967, pp. 79-88.
Declares that technological advances require more innovative leadership. Proposes strategies and techniques for recruiting creative leaders and for developing creativity among an existing staff.

Kuriloff, Arthur H.
Identifying leadership potential for management. Personnel administration, vol. 30, no. 6, November-December 1967, pp. 3-5, 27+.
Presents key guides to aid in assessing leadership potential. Emphasizes that leadership requirements depend upon the personal qualifications of the individual, the makeup of the group, and the situation in which it operates.

Lachter, Lewis E.
Roundtable report on leadership today. Administrative management, vol. 29, no. 9, September 1968, pp. 30-32, 34, 36.
Records a panel discussion of leadership qualities, roles of the administrative manager as leader, and approaches to training for leadership.

Leaders are made ... not born.
Supervisory management, vol. 5, no. 3, March 1960, pp. 18-26.
Article adapted from "Made ... Not Born," a pamphlet from a training program offered by the Mutual Benefit Life Insurance Company, Newark, New Jersey. Examines six major leadership skills and their components. Includes a check list for leadership rating now and a month hence, to indicate progress and furnish proof that leaders can be created.

Lerner, Max.
Creative leadership in a changing world. Personnel, vol. 45, no. 3, May-June 1968, pp. 8-13.
Speaks of the meaning of creative leadership, making decisions while keeping all options open as far as possible, developing an internal climate conducive to change, and reducing hostility.

Improving Leadership Skills (Cont'd)

Looking into leadership series.
Washington, Leadership Resources, Inc., 1961. 4 v.
Contents: The leader looks at the leadership dilemma, by Warren H. Schmidt; The leader looks at authority and hierarchy, by David S. Brown; The leader looks at group effectiveness, by Gordon L. Lippitt and Edith Whitfield; and The leader looks at self-development, by Malcolm S. Knowles.

McCrocklin, James H.
Leadership, the backbone of management. Mayor and manager, vol. 7, no. 7, July 1964, pp. 6-7.
Leadership from point of view of municipal official has meaning for other milieus as well, dealing, as it does with difference between leadership and domination, leader's personality, and components of privilege of leadership. Some of the latter are courage, health, emotional stability, a "dash of luck and circumstance," and sensitivity.

McFreely, Wilbur M.
What it takes to be a leader. Supervisory management, vol. 6, no. 10, October 1961, pp. 38-39.
Condensed from "The IMC Bulletin" (National Council of Industrial Management Clubs), September 1961.
Contends that leadership depends on concentrating on: setting goals, combining goals and people, giving moral support, sharing success, and asking questions.

McKee, David T.
Evolution of training requires new leadership; the selection and placement of training personnel. Training and development journal, vol. 23, no. 1, January 1969, pp. 27-29.
Leadership qualities are essential for members of the training staff. Author suggests particular characteristics of the effective leader.

McQuaig, Jack H.
How to motivate men. New York, Frederick Fell, Inc., 1967. 148 pp.
Motivation is the key to successful management. The author, a psychologist, explores various methods of motivation and relates them to types of leadership. Consideration is also given to communication techniques, to performance appraisal and to ways of appraising the attitudes, temperaments and character of men.

Martin, Frank B., Jr.
How to diagnose organization leadership. Personnel journal, vol. 43, no. 2, February 1964, pp. 81-85, 104.
Defines three kinds of leadership and advises that no single type is consistently effective. Recommends that a leader study leadership patterns in his organization, noting their weaknesses and strengths. Examples of organization profiles present aspects for analysis.

Improving Leadership Skills (Cont'd)

Miller, Max S.
What are the principles of leadership? Journal of systems management, vol. 20, no. 6, June 1969, pp. 11-13.
Research finds that there is no one approach to leadership that fits all situations at all times. "A good leader must be able to use all three types /leader-centered, group-centered, individual-centered/ as required according to the following considerations: personalities of the individuals involved; task characteristics; task roles; and group characteristics."

Mitchell, William N.
The business executive in a changing world. New York, American Management Association, 1965. 208 pp.
Analyzes the anatomy of executive leadership and functions. Discusses the question of executive control, motivation, environmental adjustment and development.

Mitchell, William N.
What makes a business leader? Personnel, vol. 45, no. 3, May-June 1968, pp. 55-60.
Reviews the personality, standards of behavior, education and skills that combine to make the competent leader.

Montgomery, Bernard L. M.
The path to leadership. New York, G. P. Putnam's Sons, 1961. 256 pp.
Aims to discover fundamentals on which leadership is based. Discusses leadership in a general way, examines leadership exercised by various individuals, and considers emerging principles.

Moorman, Thomas S.
Leadership development at the Air Force Academy. Personnel administration, vol. 30, no. 6, November-December 1967, pp. 30-34.
Identifies major leadership qualities as a willingness to accept responsibilities and make decisions, knowledge in one's area of interest, and integrity. Outlines the Air Force's three-fold development program.

Morse, Gerry E.
Human values and business leadership. Personnel, vol. 46, no. 4, July-August 1969, pp. 8-14.
Changes in business leadership now demand increased ability to learn and apply specific managerial skills requiring judgment and sensitivity in finding solutions to human value problems. Business leaders' responses to human needs reflect a new orientation which has led to more far reaching social involvement.

Nigro, Felix A.
Concepts of leadership. Modern government, vol. 7, no. 6, November-December 1966, pp. 91-93, 95-96.
Summarizes some current approaches to leadership (autocratic, laissez-faire, and democratic); discusses vital qualities of a leader; and suggests that style should be adapted to the situation at hand.

Olmstead, Joseph A.
The skills of leadership. Alexandria, Va., Defense Documentation Center, 1967. 9 pp. (Professional paper 15-67)
Reprinted from: Military Review, vol. 47, no. 3, March 1967, pp. 62-70.
Interprets leadership as "the process of influencing individuals and organizations to obtain desired results." Explains how it involves both diagnosis and action and holds that leadership skills can be learned and attitudes cultivated.

Packard, Russell L.
Leadership needs for the supervisor, for the conference leader. Swarthmore, Pa., Personnel Journal, 1966. 10 pp.
In addition to an outline of leadership needs for both a supervisor and conference leader, article includes a self-help check list for the supervisor.

Parker, Willard E., Robert W. Kleemeier, and Beyer V. Parker.
Front-line leadership. New York, N. Y., McGraw-Hill, 1969. 431 pp.
An updating and revision of his father's book, Human Relations in Supervision (1951) by Beyer Parker, it is directed at the first-line supervisor and stresses the human relations approach to supervision and leadership. Features original cartoons and single sentence guidelines throughout.
Contents: The development of the supervisor's job; Earning leadership status; The supervisor knows his men; Attitudes--the key to morale and motivation; Communications--the vehicle of management; Understanding personality and behavior; Motivation and frustration; Selecting the best man for the job; Inducting the new employee; The supervisor trains the worker; Skills and tools of supervision; Evaluating employee performance; Employee growth and development: Improving safety and job performance; Preventing and resolving grievances; Counseling the worker; Self-development.

Phillips, J. Donald and others.
For those who must lead; a guide to effective management. Chicago, Dartnell, 1966. 320 pp.
Sections on the qualities of leadership, leadership and communication, leadership in meetings, and person-to-person leadership. Selections are from Hillsdale College, Hillsdale, Michigan, a college which specifically attempts to prepare its students for leadership.

Prentice, W. C. H.
Understanding leadership. Harvard business review, vol. 39, no. 5, September-October 1961, pp. 143-151.
Leadership is possible if the necessary skills and training are at hand, rules and customs are understood and followed, if there is a shared sense of accomplishment and if opportunity for growth is present.

Improving Leadership Skills (Cont'd)

Roskill, S. W.
The art of leadership. Hamden, Conn., Archon Books, 1965. 191 pp.
Originally intended as a guide for the officers of the British Navy, the volume discusses such marks of the capable leader as morals and manners, discipline, and ability to communicate with one's co-workers.

Sheriff, Don R.
Leadership skills and executive development: leadership mythology vs. six learnable skills. Training and development journal, vol. 22, no. 4, April 1968, pp. 29-30, 32-36.
Examines these technical, human and conceptual skills contributing to effective leadership: intelligence, communication ability, broad well-rounded interests, decision-making ability, mental and emotional maturity and motivation.

Sheriff, Don R.
Study of leader; What makes him: A magic formula? Personnel administrator, vol. 11, no. 2, March-April 1966, pp. 17-19.
Speaks of technical, conceptual and human skills used by leaders in discharging their duties. Lists six general characteristics of leadership: intelligence, communication ability, broad and well-rounded interests, problem solving and decision-making ability, mental and emotional maturity, motivation.

Steinmetz, Lawrence L.
Leadership styles and systems management: more direction, less confusion. Personnel journal, vol. 47, no. 9, September 1968, pp. 650-654.
Following a brief consideration of the range of leadership styles, from hard-nosed management to the human-relations oriented manager, the author concludes that leadership style must be tailored to the specific work situation and the group.

Strong, Earl P.
The management of business. New York, Harper & Row, Publishers, 1965, 543 pp.
Part 5, "Analysis of the leadership characteristics of the manager," contains five chapters on leadership which include such topics as leadership characteristics, emotional stability and relations with others.

Taylor, Jack W.
How to select and develop leaders. New York, McGraw-Hill Book Company, Inc., 1962. 262 pp.
This book "has been written for decision-making managers and executives seeking sound SDL (Selection and Development of Leaders) savvy in plain terms and practical procedures sans esotericism, superfluity, mumbo jumbo or other impedimenta (if possible)."

Improving Leadership Skills (Cont'd)

Uris, Auren.
Mastery of people. Englewood Cliffs, N. J., Prentice-Hall, 1964. 238 pp.
The secret of mastery over others and of how to increase your influence and control.

What it takes to be a leader.
Supervisory management, vol. 12, no. 12, December 1967, pp. 4-9.
Presents basic leadership principles and suggestions for self-improvement.

Wishart, J. Kenneth.
Techniques of leadership. New York, Vantage Press, 1965. 108 pp.
Book defines principles of leadership, and outlines a leader's tasks with useful little anecdotes from history and literature scattered throughout.

Your words tell what you are. Nation's business, vol. 50, no. 10, October 1962, pp. 105, 108.
"You can add a new combination of traits to the list generally recommended for identifying leaders. While there is no sure-fire way to stop leaders, research indicates a person who talks a lot and spices his conversation with wit is likely to be a potential leader."
Describes the research by which the above opinion is reached.

Zaleznik, Abraham.
Human dilemmas of leadership. New York, Harper & Row, 1966. 236 pp.
A psychological study of leadership which emphasizes the experience and conflicts of individual development in the environment of work and organizations. Topics discussed include conflicts in work, authority, and self-esteem; subordinancy; equality and rivalry; group formations in industry, the management of power in inter-personal relations, inter-personal competence in management, and management and the behavioral sciences.

HUMAN RELATIONS SKILLS

Appley, Lawrence A.
People helpers. Supervisory management, vol. 12, no. 2, February 1967, pp. 24-25.
Article describes the professional manager as a man skilled in human relations whose principal concern is helping people.

Bailey, Charles.
When it's right to be wrong. Nation's business, vol. 52, no. 6, June 1964, pp. 98-99, 102.
Points out advantages of conceding certain points, allowing others to save face, overlooking some mistakes. Explains when to insist on one's rights, when to give in for best interests of the group, when to save action for big issues.

Bassett, Glenn A.
The art of personal negotiation. Supervisory management, vol. 12, no. 1, January 1967, pp. 20-24.
The word negotiation "includes interpersonal exchange and purposeful direction of a relationship. To negotiate is, indeed, to manage."
Author presents an example of negotiation. He concludes that it "is a two-way process in which values and strategies are explored so that commitments can be exchanged. Once such commitments are voluntarily made, a responsible working relationship between two persons is possible."
Adapted from Management Styles in Transition published by the American Management Association.

Battista, O. A.
Keep your human relations in-tact. New York, Employee Relations, Inc., 1960. 16 pp. (A help-your-self booklet no 6025).
Emphasizes importance of tact in human relations and outlines five practical ways to practice it in everyday life.

Bernd, Siegfried M.
Do you know what your personality does to others? Business management, vol. 22, no. 3, June 1962, pp. 56-60.
Offers a checklist and an analysis of hidden attitudes which, paradoxical though it might appear, are weak spots in managerial ability.

Black, James M.
Farewell to the Happiness Boys. Management review, vol. 50, no. 5, May 1961, pp. 38-47.
Human relations philosophy which urges a one-big-happy-family concept of management has proved to be unrealistic in an increasingly competitive economic atmosphere. The new philosophy of the sixties drops the condescension and manipulation implicit in the "...Happiness Boys' approach and gets back to hard realities...." Indicates how this new philosophy is evident in many aspects of company operations such as management development, training, communications, and collective bargaining.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Human Relations Skills (Cont'd)

Blake, Robert R. and Jane S. Mouton.
Group dynamics--key to decision making. Houston, Gulf Publishing Company, 1961. 120 pp.
The authors' thesis is that through the kind of laboratory training and management development described in this book, the manager with technical and business know-how can develop the human relations skills needed for dealing with people.

Blansfield, Michael G.
One big happy family? Management review, vol. 49, no. 5, May 1960, pp. 9-14.
Rejects the "one big happy family" concept and recognizes the inevitability of conflict in any organization involving people. Believes that conflict, if handled properly, can be a desirable asset which encourages innovation, creativity and positive change, and contributes to better understanding.

Bradhurst, Murphy W.
Three keys to employee initiative. Supervisory management, vol. 14, no. 6, June 1969, pp. 2-3.
Suggests that the supervisor: not supervise subordinates too closely, not blind himself to their potential for growth, and not forget that he is accountable to them also.

Bradt, Acken G.
The secrets of getting results through people. West Nyack, N. Y., Parker Publishing Co., Inc., 1967. 208 pp.
Techniques for improving the job performance and effectiveness of those who work under you. Advice on such facets of supervision as overcoming resistance to change, motivation, delegation, and goal-setting.

Brethower, Dale M. and Geary A. Rummler.
For improved work performance: accentuate the positive. Personnel, vol. 43, no. 5, September-October 1966, pp. 40-49.
Makes suggestions in three major work areas for accomplishing the goal by means of complimenting rather than correcting the employee.

Burby, Raymond J.
Managing with people. Reading, Mass., Addison-Wesley Publishing Co., Inc., 1968. 167 pp.
A programmed textbook designed to help in the understanding of human needs, motivation, goals and attitudes; and to eliminate barriers to productive work.

Human Relations Skills (Cont'd)

Bush, Vannevar.
What I've learned about the art of management. Think, vol. 33, no. 5, September-October 1967, pp. 13-16.
Practical, common sense evaluation of what makes a good manager. One way to find out is to ask his subordinates. Answers such questions as: Will the good boss's people be afraid of him? Should the boss be loved? Should the boss be admired? Basically, however, emphasizes management as ministry to people. (Adapted from author's book, Science is not Enough, 1967.)

Caffentzis, Peter S.
Emphasizing the human factor in employee relations. The Office, vol. 69, no. 5, May 1969, pp. 59-62.
Pointers for improving human relations in management. Author favors democratic participative management and proposes sensitivity training as one way to provide the insight and understanding consistent with fewer controls.

Carlin, Gabriel S.
How to motivate and persuade people. West Nyack, N. Y., Parker Publishing Company, 1964. 224 pp.
Practical guide to personal success offers advice on self-improvement, planning and management, delegation, getting along with one's subordinates and superiors, decision-making, and other phases of leadership.

Chapman, Elwood N.
Your attitude is showing. Chicago, Ill., Science Research Associates, Inc., 1964. 149 pp.

Conforti, Mario.
Recognition--to be or not to be! Manage, vol. 21, no. 1, October 1968, pp. 36-39.
Since favorable recognition is a basic human need, author advocates establishing a climate of trust, openness and honesty where it can thrive.

Copithorne, Frank.
Make the most of your human resources. Trained men, vol. 41, no. 1, 1961, pp. 12-15.
Author feels that "our skills in dealing with things have outstripped our skills in dealing with people." Suggests that we define objectives and structure of an organization as clearly as possible; delegate responsibility, authority, and accountability as far down the line as possible; and formulate a short term plan of action. He believes that the effective manager encourages his staff to be governed by the 'law of the situation'."

Human Relations Skills (Cont'd)

Crosby, Ralph W., ed.
Person-to-person management. Philadelphia, Pa., Chilton Books, 1966. 272 pp.
Basic guides for the executive who must combine scientific knowledge with the ability to promote good human relations within the organization. Sections include: Managing managers; White collar and blue: managing the men below; Planning for decision-making; and Evaluation and control: managing for profit or loss. Chapters on such topics as keeping pace with change, selecting and developing executives, middle management, and coping with executive stress.

Curtis, Donald.
Human problems and how to solve them. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 212 pp.
"This book presents specific techniques to help you solve your problems and attain your goals." These techniques are set forth in the form of case histories or stories for the purpose of illustrating and treating spiritual, mental and emotional difficulties.

Davis, Keith.
Human relations at work; the dynamics of organizational behavior. 3d ed. New York, McGraw-Hill, 1967. 559 pp.
A text on how people in all kinds of organizations can be motivated to work together in greater harmony. Organizational behavior, leadership, organizational and social environments, communication, group processes, and operating activities are discussed and case problems are included.

Dennis, Jamie.
Managing change. Personnel administration, vol. 28, no. 5, September-October 1965, pp. 6-11.
There is no magic formula to follow in coping with change, technological and social; but there are a number of false assumptions about it that need to be expunged. After commenting on them, author offers some guidelines to help the manager to introduce change.

Don't eliminate tension - use it! Business management, vol. 26, no. 5, August 1964, pp. 37-38.
Suggests creating tension to inspire employees to better performance and suggests various methods such as deadlines, quotas, and schedules.

Do you have what it takes to inspire people? Business management, vol. 29, no. 1, October 1965, pp. 42-45, 90, 92, 94.
A manager who knows that he appears cold and remote to his employees can profit by acting upon the tips presented in this article.

Dreyfack, Raymond.
Are your "bad pennies" really bad? Data processing, vol. 2, no. 7, August 1960, p. 20.
Claims it is management's obligation, both human and economical, to make every effort to get to the bottom of the problems of malcontent employees.

Human Relations Skills (Cont'd)

Dreyfack, Raymond.
So your employees don't like you. Nation's business, vol. 54, no. 3, March 1966, pp. 74-76.
Suggestions to water down animosity.

Dubin, Robert.
Human relations in administration, with readings. 3d ed. Englewood Cliffs, Prentice-Hall, 1968. 538 pp.
In addition to up-dating earlier material, this edition includes 31 new selections dealing with empirical studies of business behavior and an entirely new chapter on leadership and productivity. Sections on organizations, administrative personnel (executives, specialists, supervisors), administrative relationships and action.

Duncan, Daniel M.
Managing the behavior of man. Training directors journal, vol. 19, no. 11, November 1965, pp. 2-8.
"Management cannot control the innards of its subordinates, it can only practically and morally control the environment which it provides for those subordinates."
"To control or influence behavior may be necessary to get the job done; but, the ethics of the situation require that the employee be left with some privacy of thought and opinion."

Dyer, Gus W.
6 sources of confusion. Personnel administration, vol. 30, no. 6, November-December 1967, pp. 49-51.
Analyzes six instances of situations which result in confusion. Suggests that a proper emotional climate in which workers are not afraid to ask questions, combined with realistic thinking, careful planning and adequate in-service planning can reduce tension.

Elder, Walter E.
Three basic assumptions about people. Personnel information bulletin (Veterans Administration), January 1961, pp. 5-7.
Points out three ideas underlying generalizations about people: ideas of causality, directedness, and motivation. Explores six major psychological human needs and suggests that we cultivate the habit of looking for causes in attempting to improve situations or change behavior.

Emmerling, Walter.
Business is people. Systems, vol. 25, no. 2, March-April 1960, pp. 13-14, 16.
Points out the need for management's being conducted in an atmosphere sympathetic to people, and the increasing necessity for it with the growth of automation. Lists factors in business organizations which will be changing, such as workload and working hours; and those which will be permanent, such as the importance of people and the need for communicating with them.

Human Relations Skills (Cont'd)

Feinberg, Mortimer R.
Do you have what it takes to inspire people? Personnel information bulletin (Veterans Administration), May-June 1967, p. 4.
Lists suggestions for improving your ability to motivate your subordinates, and stresses the importance of showing confidence in your own responsibility and the employees' ability to handle the job.
(Excerpts from Effective Psychology for Managers, by M. R. Feinberg, 1965).

Feinberg, Mortimer R.
The manager vs. "self-image." Dun's review and modern industry, vol. 83, no. 2, February 1964, pp. 55-56, 58.
Noting that manager's effectiveness is related to ability to get along with others, an industrial psychologist advises against undermining subordinates' pictures of themselves, urges learning to recognize defensive behavior, and offers specific rules to keep in mind when dealing with this problem.

Fergason, Guy.
The praise button. Best's insurance news, vol. 65, no. 2, June 1964, pp. 33-34, 36.
Speaks of value of proper use of praise and names it as one of incentives that motivate an individual's actions, the others being security, participation, financial reward, and power and authority. Explains how to praise judiciously.

Fisher, D. R.
The impact of a foreman's attitude on production. Supervision, vol. 31, no. 4, April 1969, pp. 9-10.
Recommends that the foreman gear his dealings with subordinates to the positive side. In such an atmosphere employees work faster, and more efficiently, and the foreman himself feels happier.

Fuller, Walter D.
What an office supervisor should know about handling people. Chicago, Dartnell Corporation, 1963. 23 pp.
Good advice in conversational style on supervisor as teacher, how to plan to get the job done, how to get along with people and how to deal with problems.

Gellerman, Saul W.
The management of human relations. New York, Holt, Rinehart and Winston, 1966. 143 pp. (Basic management series).
Introductory text. Covers background of the human relations movement, supervisory styles, management philosophies, communication, grievance channels, performance appraisal and employee counseling, careers, human relations problems, and morale. Also includes a list of selected readings and a bibliography.

Human Relations Skills (Cont'd)

Giblin, Les.
How to have confidence and power in dealing with people. Hollywood, Calif., Wilshire Book Company, 1960. 164 pp.
Author provides advice on how to control the actions and attitudes of others.
Selected contents: Techniques for making and keeping friends; How effective speaking techniques can help you succeed; How to manage people successfully.

Given, William B., Jr.
How to handle your new job. Nation's business, vol. 50, no. 3, March 1962, pp. 40-41, 46, 50.
Points out that the real problems of success or failure on a new job lie in the field of human relations, especially in the relationships with one's subordinates, colleagues and boss. Offers suggestions for communicating with one's boss and sums up the recommendations with this advice: "Work with people - don't try to go it alone."

Given, William B., Jr.
How to manage people; the applied psychology of handling human problems in business. Englewood Cliffs, N. J., 1964. 224 pp.
Offers guidance to the executive on how to accomplish advancement, to manage to the best advantage for his firm, to derive satisfaction from his management task, and to pass on to others the principles he has learned.

Hannaford, Earle S.
Motivation: the art of letting people have it YOUR way. AMS management bulletins (personnel), vol. 6, no. 1, July 1965, pp. 8-16.
Motivation is "the solution to emotional adjustment," for proper motivation and action are impossible if emotional blocks are present. It is necessary for the supervisor to recognize this, and aid his employees to attain insight into their needs and goals. Ways in which to help an employee overcome anxiety are outlined, and a performance check list for face-to-face communications is presented.

Hannaford, Earle.
Supervisor's guide to human relations. Chicago, Ill., National Safety Council, 1967. 341 pp.
Covers general topics in this area such as, directing the work force, influence of tension and stress, fitness to lead. Nearly each chapter includes some aspect of safety.

Harig, Richard.
What a supervisor should know about ... happiness vs. productive output. Chicago, Dartnell Corporation, 1964. 23 pp.
Booklet that advises making working conditions as comfortable and pleasant as possible but which stresses productivity. Offers suggestions on how to deal with supervisory problems about productivity and includes "A supervisory checklist for training."

Human Relations Skills (Cont'd)

Harvard Business Review (periodical).
How successful executives handle people; twelve studies of communications and management skills. Boston, Harvard University School of Business Administration, 1951-1965. 148 pp.
Informative and useful articles by authors such as Argyris, Rogers, Zaleznik and Jennings. Articles of interest include: Clear communications for chief executives; Who are your motivated workers? The Dynamics of subordinacy; Diagnosing interdepartmental conflict; and Making human relations work.

Heckmann, I. L. and S. G. Huneryager.
Human relations in management. 2d ed. Cincinnati, Ohio, South-Western Pub. Co., 1967. 879 pp.
A revised compilation of articles summarizing basic knowledge about the behavior, motivations, and interrelationships of human resources in an organization. It covers such areas as administration, the manager, leadership, organization structure, communication, group dynamics, organizational change, skills and productivity.

Hegarty, Edward J.
How to build job enthusiasm. New York, McGraw-Hill, 1960. 257 pp.
Identifies available tools the supervisor can use to help his employee see what job enthusiasm means to him.

Hekimian, James S. and Curtis H. Jones.
Put people on your balance sheet. Harvard business review, vol. 45, no. 1, January-February 1967, pp. 105-113.
"The basic thrust of this article is that (a) employees can be usefully conceived of and valued as assets, and (b) analytic and conceptual approaches designed for the management of physical or monetary assets can be applied to the management of human resources."
Recommends an action program which the article presents.

Hudnut, William H., III.
Love works for management. Personnel administrator, vol. 14, no. 2, March-April 1969, pp. 6-9.
A minister gives five techniques for good management, based on love.

Industrial Relations Newsletter, Inc.
The dollars and sense of human relations in industry...,
New York, 1960. 103 pp.
Updated and revised, this edition includes several new chapters including one on how to use human relations techniques to prepare the work force for technological change.

Johnson, Edwin.
The human aspects of managing people. Office economist, vol. 50, no. 1, Spring 1967, pp. 10-11.
Points up the various virtues and principles which go into successful human management.

Human Relations Skills (Cont'd)

Jordan, Mason.
Human relations in office management. Office economist, vol. 49, no. 4, Winter 1967, pp. 12-14.
Discusses the responsibilities of the office manager in the area of human relations. Indicates techniques to be used in handling problems and lists some personal qualities desirable.

Knowles, Henry P. and Borje O. Saxberg.
Human relations and the nature of man. Harvard business review, vol. 45, no. 2, March-April 1967, pp. 22-24+.
Explores optimistic and pessimistic assumptions regarding the nature of man and shows how they influence systems of human regulation and control.

Levinson, Harry.
What work means to a man. Think, vol. 30, no. 1, January-February 1964, pp. 7-11.
Discusses importance of work in reaching and keeping psychological balance, and considers manager's need to understand nature of work, why his men work, and how to stimulate them to work productively.

Lippitt, Gordon L.
Managing change: 6 ways to turn resistance into acceptance. Supervisory management, vol. 11, no. 8, August 1966, pp. 21-24.
Points out ways in which a supervisor may inadvertently create or reinforce employee resistance to change and ways in which he can reduce this resistance and resentment when change is in prospect.

Mack, David.
The overlooked. Manage, vol. 20, no. 8, June-July 1968, pp. 30-33.
"An employee needs to know his abilities and contributions to the organization are not being overlooked. If he doesn't, poor morale and grievances may result."

McMurry, Robert N.
Are you the kind of boss people want to work for? Business management, vol. 28, no. 5, August 1965, pp. 59-61.
Points out the similarity of goals of management and workers. Conflict arises not from over-regimentation, but from too little guidance and support. Finds that the majority of employees work better under "strong direction tempered with understanding."

McMurry, Robert N.
Conflicts in human values. Harvard business review, vol. 41, no. 3, May-June 1963, pp. 130-145.
Discussion of different types of values, showing how they alter behavior and human relations, and pointing out how they influence morale, labor-management strife, work standards, and public relations. Offers recommendations on possible actions to take and how to live with values.

Human Relations Skills (Cont'd)

Megginson, Leon C. and Aubrey Sanford.
A reevaluation of the human resource philosophy. Personnel journal, vol. 48, no. 1, January 1969, pp. 52-57.
Explains a new philosophy of management composed of the better elements of the theory of scientific management and the theory of human relations. It "views the productivity of employees as an important economic resource, but it also recognizes that employees are human beings with dignity and worth. It is felt that this philosophy will result in greater productivity and greater employee satisfaction and development."

Miles, Raymond E.
Human relations or human resources? Harvard business review, vol. 43, no. 4, July-August 1965, pp. 148-152, 154+.
Suggests that managers have adopted a two-sided approach to participative management - one for their subordinates, the human relations approach; the other, the human resources approach, for themselves. Examines and compares the two models and the reasons behind managers' attitudes towards them. Draws implications of the dichotomic views and expresses reasons for personal sentiments in favor of the human resources approach for both subordinates and managers.

Miner, John B.
The management of ineffective performance. New York, McGraw-Hill, 1963. 369 pp.
"The emphasis is on failure and people who have failed and why they have failed. The objective is to provide an understanding of the techniques that a manager may employ in his efforts to cope with it."

Morris, Jud.
The art of motivating; a guide to getting more accomplished better through others. Boston, Mass., Industrial Education Institute, 1968. 303 pp.
To be able to put oneself in the other person's place is to be able to motivate him effectively. Book covers every aspect of the motivational problems which beset every manager, and the analysis yields some constructive measures for accomplishing effective motivation. Appendix includes an extensive self check list.

Nation's Business. (Periodical)
Lessons of leadership; 21 top executives speak out on creating, developing and managing success. Garden City, N.Y., Doubleday and Co., 1968. 271 pp.
Self-portraits by the leaders of some of America's largest companies with insights based on their own managerial success. They recount some of their major decisions, mistakes, and techniques.

Nation's Business. (Periodical)
Managing your people. New 3d ed. Washington, n.d. 48 pp.
Articles from monthly issues covering motivation, delegation, creativity and other human relations aspects of management.

Human Relations Skills (Cont'd)

Nirenberg, Jesse S.
Getting through to people. Englewood Cliffs, N. J., Prnetice-Hall, 1963. 211 pp.
Partial contents: Encouraging cooperativeness; Drawing out people's thoughts; Dealing with people's emotions; Holding people's attention; Dealing with resistance; Measuring the value of an idea; Giving and taking in conversation; Getting through to groups; Persuading.

Oshry, Barry I.
Clearing the air in human relations. Business horizons, vol. 9, no. 1, Spring 1966, pp. 35-46.
Describes two styles by which managers react to their own feelings: the avoidance pattern (which assumes that feelings are irrelevant or disruptive of smooth organizational functioning) and problem-oriented feedback (which assumes that managerial development and group problem solving deteriorate in climates of suppressed feelings).

Peck, Daniel.
Company loyalty: nine executives present their views. Administrative management, vol. 27, no. 9, September 1966, pp. 26-29.
From a survey of opinions of executives, three steps in winning loyalty emerged: set an example, show fairness and understanding, communicate to employees the importance of their jobs in relation to overall company welfare.

Rago, Louis J.
People are still the key. Supervision, vol. 27, no. 4, April 1965, pp. 10-12.
The supervisor converts plans into productive effort through people. He must cope with human shortcomings and human apathy. He must create an environment in which employees work with the firm rather than for it.

Rago, Louis J.
Supervision without coercion. Trained men, vol. 45, no. 2, pp. 8-11.
The supervisor can increase the productivity of his subordinates through the practice of good human relations. His know-how can enhance the responsibility of the employee and give him pride in his job.

Reid, Peter C.
A case of malicious obedience? Supervisory management, vol. 8, no. 7, July 1963, pp. 4-8.
Explains that a department can function at peak efficiency when a supervisor not only tailors his orders to the needs of the particular employee involved but also creates a climate in which his subordinates desire to help him avoid mistakes rather than make them.

Robert, Cavett.
Human engineering and motivation. West Nyack, N. Y., Parker Pub. Co., Inc., 1969. 216 pp.
How to influence and motivate people by understanding <u>what</u> they do and <u>why</u> they do it.

Human Relations Skills (Cont'd)

Rohrer, Hibler and Replogle, staff.
Managing through insight, ed. by Charles D. Flory. New York, World Publishing Co., 1968. 261 pp.
Discusses how the behavioral sciences can aid the executive and considers what abilities the executive should have. Provides insights into human relations and suggests methods to motivate employees, particularly salesmen.

Rosenberger, Homer T.
A supervisor looks at "human relations." Personnel journal, vol. 38, no. 8, January 1960, pp. 292-294.
Points out how "human relations" permeates almost all supervisory functions and considers supervisors' responsibilities in this area. Lists twelve types of situations in which good human relations are particularly needed, and gives eleven rules for developing good relations.

Scheinfeld, Aaron.
The dividends of business decency. Manage, vol. 21, no. 2, November-December 1968, pp. 6-15.
The executive who exhibits empathy towards his employees achieves greater loyalty, minimum turnover and heightened honesty.

Schmidt, Warren H. and Robert Tannenbaum.
Management of differences. Harvard business review, vol. 38, no. 6, November-December 1960, pp. 107-115.
Dealing effectively with differences among people depends, according to the author, on the manager's ability to diagnose disagreements, to select appropriately from several courses of action, and to maintain objectivity through awareness of his own feelings.

Schultz, Richard S.
Learning to be successful with people. Supervision, vol. 23, no. 3, March 1961, pp. 10-11.
Suggests a few sound guiding principles for developing skill in dealing with people and lists 20 personal relations success habits.

Sharp, Harold S.
Effective supervision. Trained men, vol. 41, no. 3, 1961, pp. 7-12.
Outlines ten important short lessons in the art of getting along with people.

Shull, Fremont A. and Delbert C. Miller.
Help the man in the middle. Nation's business, vol. 51, no. 2, February 1963, pp. 36-37.
Suggestions on how to minimize tension between an executive and his subordinates include increasing awareness and sensitivity to conflicts.

Human Relations Skills (Cont'd)

Smith, Henry C.
Sensitivity to people. New York, McGraw-Hill, 1966. 226 pp.
In pursuit of improving our ability to understand people, author examines various aspects of sensitivity, its components and ways of measuring them, how we judge others and methods of reducing our errors in doing so. He aims especially at those who wish to actually do something about sensitivity training.

Solving the problems of incompatibility. Administrative management, vol. 28, no. 7, July 1967, pp. 24, 26-27.
A professor of psychology explains his theory that every one works at one of seven psychological levels. He defines these levels and suggests that for maximum office efficiency, they should be matched in the employee-manager relationship.

Spates, Thomas G.
Human values where people work. New York, Harper & Brothers, 1960. 246 pp.
Concerned with all levels of people at work, their feelings, attitudes, needs, and daily experiences, and the way they are treated by their leaders at all levels of the organization. In first section, pays tribute to a number of pioneers in the field of personnel and human relations, then traces the development of modern personnel practices over a 45-year period to the scientific approach to morale and productivity.

Spates, Thomas G.
Man and management; the spiritual content of business administration, our legacy from classical Greece. New Haven, Conn., The Author, 1965. 171 pp.
"It is the theme of this book that increasing numbers of American business leaders are putting into practice a philosophy of humanism that has its origins in classical Greece; that the impulse of this philosophy has been transmitted to us ... by words and deeds of ... intellectual and administrative leaders; and that its implementation at the places where people work contributes to the growth of individual personalities and the satisfaction of spiritual needs."

Steinmetz, Cloyd S.
The human touch in management. Springdale, Conn., Motivation, Inc., n. d. 23 pp.
Pinpoints some of the basic problems which prevent our working easily with individuals and makes some suggestions for applying good human relations to overcome these barriers.

Steinmetz, Cloyd S.
Management is people. Journal of the American Society of Training Directors, vol. 15, no. 2, February 1961, pp. [illegible]
Discusses prejudice, using capacities of people, and differences in people. Points out that management will have a vastly challenging potential when it is associated with people as well as things.

Human Relations Skills (Cont'd)

Steinmetz, Lawrence L.
Wayward disciples of human relations. Personnel administrator, vol. 11, no. 5, September-October 1966, pp. 1-4.
Points up the fact that current managerial texts generally deplore formal line and staff relationships while the practitioner accepts participative management for himself but doubts his subordinates capacity for it. Maintains that it is time the practitioner accepts his subordinates abilities just as he expects his own boss to employ his capabilities.

Stevens, Sandie.
Executive black magic. Trained men, vol. 45, no. 2, pp. 22-27.
Praise by a supervisor is a most effective tool for inspiring an employee to excel. It can increase incentive, improve efficiency, create enthusiasm, eliminate employee dissension, increase initiative, and eliminate the need for criticism.

Stewart, Nathaniel.
The face you save may be your own. Nation's business, vol. 50, no. 9, September 1962, pp. 38-39, 71, 75.
Explains what loss of face is, what causes it, and how to remedy the situation. Tells how management can restore deflated ego of a competent employee who has made a serious mistake. Also points out individual's vital role in the restoration process.

Sullivan, A. M.
Human values in management; the business philosophy of A. M. Sullivan, ed. by Harold Lazarus. New York, Dun and Bradstreet, Inc., 1968. 151 pp. (Dun and Bradstreet business series, no. 6)
A collection of essays of a man who, for 34 years, was on the staff of Dun and Bradstreet as an executive, writer and lecturer on various aspects of business management. The following division headings are used in the volume: The man in management, Excellence, Business ethics, Social responsibility, Business concepts, Communication, and Poetry.

Trowbridge, Lowell S.
Human relations. Waterford, Conn., National Foremen's Institute, 1963. 152 pp. (Complete management library, vol. 12)
Case studies introduce chapters on motivation, morale, personality, communication, leadership, decision-making, human relations training, and the manager and human relations.

Ulley, Erle.
Building better business morale. AMS management bulletins (personnel), vol. 6, no. 1, July 1965, pp. 2-7.
To become an expert in human leadership, it is necessary to utilize the seven basic techniques in order to implement seven concepts herein listed and described—all adding up to the Golden Rule. The author declares that all men cannot be treated alike, for they are so various, but feels that the development of successful men is the prime measure of all leadership and management.

Human Relations Skills (Cont'd)

Van Fleet, James K.
Guide to managing people. See Van Fleet in "Building Managerial Skills" —another section of this bibliography.

Wells, E. F.
Why some people will do more work for the same pay. The Office, vol. 59, no. 6, June 1964, pp. 79-82.
Stresses importance of esprit de corps and influence of immediate superior.

Whyte, William H.
The shrinking area of personal freedom. The Manager, vol. 29, no. 5, May 1961, pp. 373-376, 401.
Prevailing "social ethic" contends that there need be no conflict between the needs of an individual and of the group. Mr. Whyte feels some unhappy consequences have resulted from this faith which affect education, management selection and training, and mental attitudes of younger executives.

Williams, S. G.
Pointers on praise. Supervisory management, vol. 6, no. 4, April 1961, p. 61.
Supervisor should follow these important guidelines in using praise: don't fake praise, praise the right man, and watch timing.

Williams, S. J.
The best boss I ever had. Supervisory management, vol. 7, no. 6, June 1962, pp. 16-19.
This particular boss is described as one who asks himself what his subordinates are trying to do, how well they accomplish their goals, and from what position are they working.

Wilson, Howard.
Understanding people. Chicago, The Author, n.d. 2 pp.
Presents an outline-cum-diagram on the psychological and physical reasons for human behavior, some qualities of leadership, and rules for living harmoniously with people.

Wiren, Alexis R.
The office supervisor's manual: solving the every day problems of an office supervisor. Springdale, Conn., Motivation, Inc., 1969, 1966 80 pp.

MANAGING HEALTH AND TENSION

Advice to businessmen on health and retirement. U. S. news and world report, vol. 60, no. 10, March 7, 1966, pp. 62-67.
Recipe for good health is given in a question-and-answer interview with a noted physician and director of the Life Extension Institute. Advice concerns tension, fatigue, exercise, diet, smoking, etc.

Archer, Jules.
Is the rat race really worth it? Business management, vol. 36, no. 1, April 1969, pp. 33-34, 52-55.
Demands on an executive's time often are so great as to exclude family and outside activity. Archer suggests exploring a company's time demands before accepting a job and/or leaving a job when the encroachments become too great. Adapted from author's book, Achieve Executive Success—Avoid Family Failure.

Barnabas, Bentley.
Managers: men in the middle. Personnel administrator, vol. 10, no. 5, September-October 1965, pp. 25-28.
Suggests three tools for conserving managerial human resources: medical instruments, such as the periodic physical; psychological instruments to improve selection and point the way for individual executive development; and environmental factors, both physical and human.

Boumeester, V. V.
Is the job too big? The Manager (London), vol. 32, no. 2, February 1964, pp. 45-46.
Discussion of causes of behavior disorders in managers.

Braceland, Francis J.
Living with executive pressures. Advanced management journal, vol. 29, no. 4, October 1964, pp. 42-49.
Among pressures upon a workgroup are those caused by, or related to, aging, personality or situational problems, responsibility, and poor human relations. Physical results of these conflicts may appear as obesity, or as various psychosomatic disorders.

Bruce, Grady D. and Richard F. Dutton.
The neurotic executive. Personnel administration, vol. 30, no. 5, September-October 1967, pp. 25-31.
Brief look at the needs of the neurotic, and management's role in recognizing them and assisting him.

Burger, Chester.
Executives under fire; personal case histories from the executive jungle. New York, Macmillan Co., 1966. 224 pp.
Based on tape recorded interviews gathered by the author, book examines problems and pressures of executives, two of whom were women and one a Negro.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Managing Health and Tension (Cont'd)

Cantoni, Louis J.
If you are overworked. Personnel journal, vol. 40, no. 1, May 1961, pp. 12-13.
If you are unhappy on the job because you feel your supervisor is too demanding, assess the situation in terms of major issues involved, take a stand based on several imperatives, and reevaluate the situation after each step.

Cassels, Louis.
Nervous tension starts at home. Nation's business, vol. 49, no. 1, January 1961, pp. 48-50.
Studies of Dr. Gerald Gordon, chief psychiatrist, of E. I. du Pont, shows that: (1) Many stress ailments blamed on job pressures originate in the home; (2) Tolerance can be developed against psychological stresses of managerial position; (3) Repressing emotions invites trouble; (4) Running away from a problem is more likely to bring dangerous inner stress than fretting until it is solved.

Dreyfack, Raymond.
How to put a lid on your pressures. The Office, vol. 64, no. 1, July 1966, pp. 109, 178-179.
Suggestions to managers on controlling pressures by picking them apart and breaking them down.

Dutton, Richard E.
The executive and physical fitness. Personnel administration, vol. 29, no. 2, March-April 1966, pp. 13-18.
Discusses physical fitness and research on stress and anxiety. Suggests a program to exercise the entire body. References.

Eaton, Merrill T.
Detecting executive stress in time. Industrial medicine & surgery, vol. 36, no. 2, February 1967, pp. 115-118.
Cites the problem of executive stress and calls for increased emphasis by industry on the detection and treatment of mental illness. Proposes a mental health education program and increased cooperation with community health centers.

Eaton, Merrill T., Jr.
Executive stresses do exist - but they can be controlled. Personnel, vol. 40, no. 2, March-April 1963, pp. 8-18.
Hypothesizes that some executives develop ailments because of the stress of being an executive. Lists three general reasons for stress which can show up as high blood pressure, psychiatric and behavioral disturbances, or inefficiency and morale problems. Discusses how different types of strains develop and what can be done about them.

Managing Health and Tension (Cont'd)

Executive health. Advanced management--Office executive, vol. 1, no. 5, May 1962, entire issue.
Partial contents: Re-examining the executive health program, by B. Dixon Holland; Executive stress: excessive or not? by Allan J. Fleming; Health and the executive, by John Lauer.

Faulkner, John A.
The physical fitness of executives. Michigan business review, vol. 16, no. 1, January 1964, pp. 30-33, 36.
Describes physical characteristics of average executive, outlines content of fitness program sponsored by University of Michigan, and lists minimum requirements for a physically fit executive.

Feinberg, Mortimer R.
The truth about executive stress. Dun's review and modern industry, vol. 84, no. 2, August 1964, pp. 34-36, 67-68, 70.
Lists and discusses nine suggestions for controlling tension. These techniques will not eliminate anxiety, which is impossible, but make it a servant rather than a master.

Feinberg, Mortimer R.
Why successful businessmen fail. Nation's business, vol. 56, no. 5, May 1968, pp. 78-82.
Suggests that negative behavior patterns - a "failure fix" - can actually cause conduct, attitudes, and activity patterns which unconsciously lead one to self-destruction. How to realize a failure fix and take stock of oneself are described.

Five antidotes for job tension. Supervisory management, vol. 14, no. 8, August 1969, pp. 32-38.
Condensed from Changing Times, May 1969.

Friedman, Jack J.
Those perilous executive exercises. Dun's review, vol. 78, no. 4, October 1961, pp. 41-42.
Advice on how the middle-aged executive should keep in condition. Recommends walking, supervised exercise, and swimming.

Ginzberg, Eli.
Technological change and adjustment to work. Journal of occupational medicine, vol. 9, no. 5, May 1967, pp. 232-238.
"This communication has three purposes: to identify a series of tension points which I see emerging out of the changing structure of work; to call attention to some of the adjustmenets that are possible within an employment situation; to present a personal approach to the mental-health problem within an industrial set-up."

Managing Health and Tension (Cont'd)

Gordon, Gerald.
How to live with your job ... Supervision, vol. 22, no. 8, August 1960, pp. 4-6.
Proposes that we might do well to try to understand our natures instead of attempting to improve on them. Points out that stress and strain result from repressing emotions that might provide effective tools in problem solving.

Gorman, Warren.
The anatomy of managerial tension. Personnel administration, vol. 29, no. 1, January-February 1966, pp. 34-38.
Emphasizes two common mistakes executives make with their mental and managerial health: acting as if their mental and physical energy were inexhaustible, and not following a long term plan for their emotional and physical well being. References.

Guder, R. F. and Al Hormel.
The helping hand; guides for the amateur office psychiatrist. Management review, vol. 50, no. 9, September 1961, pp. 14-17.
Cartoons illustrating what not to do in cases of emotional disturbance.

Hill, Napoleon and W. Clement Stone.
Success through a positive mental attitude. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1960. 254 pp.

Hill, Napoleon and W. Clement Stone.
You've got a problem? That's good! New York, Employee Relations, Inc., 1960. 15 pp. (A help-your-self booklet no. 6029).
Urges reader to strive for a positive mental attitude in order to solve personal or professional problems.

How to avoid fatigue. Supervisory management, vol. 7, no. 8, August 1962, pp. 52-54.
Offers ten tips on avoiding and alleviating fatigue.

How to get out of a mental rut. Business management, vol. 26, no. 6, September 1964, pp. 66-68, 70.
Makes suggestions on how to eliminate inflexible attitudes in one's self and how to help similarly afflicted employees. One of the recommendations is to take a sensitivity training course.

How to take a vacation every day. Supervisory management, vol. 12, no. 9, September 1967, pp. 28-30.
Leisure activities fall into four categories: creating, collecting, acquiring skills or competing. Gives some advice on how to select a recreational pastime in one of the four, in order to reduce stress in your life.

Managing Health and Tension (Cont'd)

How to work harder and stay healthy.
U. S. news and world report, vol. 49, no. 8, August 22, 1960, pp. 72-78.
Three health rules for executives: watch your weight, exercise daily, and get eight hours sleep. Other good advice also included.

Huddle, Donald D.
How to live with stress on the job. Personnel, vol. 44, no. 2, March-April 1967, pp. 31-37.
Advice to the manager on how to alleviate over-reaction to his own stress and how to reduce the over-reaction in his subordinates.

Huddle, Donald D.
Stress on the job? Here's what to do about it. Supervisory management, vol. 12, no. 7, July 1967, pp. 11-14.
Analyzes the basis for managerial stress and notes its symptoms. Proposes specific steps to take in combating over-reaction to stress.

Hunsicker, Paul.
Physical fitness: a lifetime investment. Michigan business review, vol. 15, no. 3, May 1963, pp. 7-11, 32.
Defines physical fitness and its characteristics, relates fitness to age, discusses some high energy output activities, and offers some suggestions for a less intense program.

If you want to stay healthy ... here is medical advice that is given to executives of some of our top companies. Nation's business, vol. 57, no. 2, February 1969, pp. 56-58, 60.
Interview with Dr. E. Garland Herndon, a specialist in executive health.

Irwin, Theodore, ed.
What the executive should know about tensions. Larchmont, N. Y., American Research Council, 1966. 142 pp.
Twenty-one business executives and medical men reveal their experiences and opinions on the sources, effects, and cures of executive tensions.

Jacobson, Edmund.
Tension control for businessmen. New York, McGraw-Hill, 1963. 226 pp.
Chapters include: How mental activity can be controlled; Heart attacks and how to avert them; Preventing high blood pressure; How to think effectively; How to run yourself efficiently.

Managing Health and Tension (Cont'd)

Jamie, Wallace.
What to do until the psychologist comes. Journal of college placement, vol. 29, no. 2, December 1968-January 1969, pp. 73-74, 78.
Work-addiction is as dangerous as addiction to drugs, alcohol or gambling. Unfortunately, it is socially acceptable. Article gives guidelines for recognizing the executive work addict and pointers for overcoming the problem.

Jennings, Eugene E.
The executive in crisis. East Lansing, Michigan State University, Bureau of Business and Economic Research, Division of Research, 1965. 218 pp. (MSU business studies 1965)
Examines the nature and consequences of administrative anxiety and the pressures that come from authority, organization, and self. Case histories of career crises are reported throughout the text.

Jennings, Eugene E.
Executive success; stresses, problems, and adjustment. Rev. ed. New York, Appleton-Century-Crofts, 1967. 205 pp.
"Profiles of executives in crisis ... have been ... systematically analyzed to give a practical understanding of executives who have succeeded in one sense and failed in another sense."
A revision and enlargement of The Executive in Crisis.

Jennings, Eugene.
The failure-prone executive. Management of personnel quarterly, vol. 5, no. 4, Winter 1967, pp. 26-31.
Author treats the problem of executive stress resulting from failure to analyze one's own abilities realistically. He cites six executive weaknesses which make the individual vulnerable to corporate attack and failure.
Based on the author's book, Executive Stress.

Jennings, Eugene E.
Mental failure: executive crisis. Management of personnel quarterly, vol. 4, no. 2, Summer 1965, pp. 7-17.
"... this penetration of the mind of an executive in a career crisis points out the need to master the strong pressures inherent in the corporate triangle.... The manager who adjusts well to them stands a good chance of moving higher up the ladder of success. Those who do not make the adjustment face the prospect of stagnating in their present jobs, or falling back, or even of exhausting their emotional resources to a point of complete breakdown. Any one of these results could spin off a terrible career crisis."
Article taken from a chapter of the author's book The Executive in Crisis.

Managing Health and Tension (Cont'd)

Johnson, Harry J.
Are managers heart attack prone? Administrative management, vol. 24, no. 12, December 1963, pp. 60-62.
Medical advice to executives approaching or past the age of forty-five.

Johnson, Harry J.
Keeping fit in your executive job. New York, American Management Association, 1962. 128 pp.
Practical advice and information on how to avoid "executivitis." Partial contents: Importance of sleep and the problem of fatigue; Tension and pressure, stress and strain; Plain talk about diets, drugs and vitamins; Exercise and the daily routine; A perspective on smoking and drinking; The executive's heart; Facts and fancies about retirement.

Johnson, Harry J.
Keeping fit on the job. Supervisory management, vol. 8, no. 5, May 1963, pp. 23-26.
Simple exercises which can help increase efficiency and reduce job fatigue are recommended and described.

Johnson, Harry J.
Performance and the tired business man. Dun's review and modern industry, vol. 85, no. 1, January 1965, pp. 45-46, 85-86.
Considers fatigue at the executive level and discusses three patterns of weariness: pathological, psychological and physiological..

Jones, C. M.
The sedentary man's way to fitness. The Manager (Gt. Brit.), vol. 31, no. 9, September 1963, pp. 39-41.
Describes exercises that can be taken almost anywhere at any time and classifies them as breathing, mobility, isometric and endurance.

Kahn, Robert L.
Stress: from 9 to 5. Psychology today, vol. 3, no. 4, September 1969, pp. 34-38.
Observations on the relationship between a man's job and his health, as found in research conducted by the Institute for Social Research, University of Michigan and by others. Role conflict is identified as a major cause of stress and supervisory responsibility appears to be a primary cause of role conflict. Shift work likewise increases an individual's problems with his roles. The research is a part of the larger effort to understand the impact of the organization on the individual.

Laird, Donald A. and Eleanor C. Laird.
Be active and feel better; what you can do about sedentary living. New York, McGraw-Hill Book Company, Inc., 1962. 214 pp.

Managing Health and Tension (Cont'd)

Lessac, Arthur.
You can learn to relax. Supervisory management, vol. 7, no. 12, December 1962, pp. 32-35.
Describes three exercises recommended to give the feel of good natural posture and breathing.

Levinson, Harry.
Emotional health in the world of work. New York, Harper, 1964. 300 pp.
Guide for executives and physicians presented as aid to understanding and dealing with emotional stress and as aid to preventing it. Includes sections on psychoanalytic theory, types and meaning of reactions to stress, job related stress, and principles of emotional "first aid."

Levinson, Harry.
Turn anger into an asset. Nation's business, vol. 53, no. 5, May 1964, pp. 82-84, 86.
Suggests several guidelines which can be helpful in managing anger. Recommends that every manager learn to understand the origins, power, and consequences of anger, and harness and convert it into problem-solving action.

Levinson, Harry, and others.
Men, management and mental health. Cambridge, Mass., Harvard University Press, 1962. 205 pp.
Explores, by means of an intensive study of an industrial concern, the effects of work experience on mental health. Notes mental health implications in the relationship of a man to his firm, recommends methods of counteracting impersonal situations, and suggests that a manager or executive examine his own role as related to the mental health of his subordinates.

Levy, Robert.
The hobbies of business. Dun's review, vol. 92, no. 1, July 1968, pp. 50-52.
Dun's review report on the ways in which executives relax in their off-hours.

Lieber, E. E.
Worried sick! Personnel management and methods, (Gt. Brit.), vol. 30, no. 276, July 1963, pp. 24-25.
Examines the most frequent disorders from which executives suffer and analyzes the causes of each. Author feels that several of the qualities which make a man an executive may also break his health.

Mapes, Glynn.
Should every executive take a vacation? Management review, vol. 57, no. 9, September 1968, pp. 53-55.
Points out that experts find that nearly all business men need some sort of vacation. The exception is the man usually at the very top of the management ladder whose work is his life. Condensed from The Wall Street Journal, July 22, 1968.

Managing Health and Tension (Cont'd)

McKeon, Richard M.
Attention to tension in industry. Personnel journal, vol. 42, no. 6, June 1963, pp. 281-283.
Warns that the tensions of modern business life are likely to result in costly losses due to job changes, absenteeism, alcoholism, friction in interpersonal relations, etc.

McLean, Alan and Leo Srole.
How the executive can examine himself. Business management, vol. 23, no. 3, December 1962, pp. 36-38.
Presents the idea that hard work is a sign of a successful executive but that it also may warn of psychological problems or emotional imbalance. Questions and answers on the subjects of physical symptoms, narrowing interests, status symbols, over-work and slow retirement are given.

Margetts, Susan.
Executives: taut, tense, cracking up. Dun's review, vol. 93, no. 3, March 1969, pp. 55-56.
Some of the stresses of organizational life can cause an executive to crack up. One of the notable problems is displacement or reassignment which results from a merger.

Mental health in industry. Special industrial mental health issue. Advanced management, September 1960, entire issue.
Contents: Do sick men become executives? Management's role in mental health, by Charles J. Zimmerman; Emotional problems of businessmen, by Alan A. McLean; The management of stress, by Henry H. Singer; Alcoholism: management's problem? by Robert Turfboer; A prescription for executive mental health, by William C. Menninger; Mental illness: industry's three billion dollar burden, by Robert N. McMurry.

Musial, Stan.
A good manager is a fit manager. Supervisory management, vol. 12, no. 1, January 1967, pp. 36-38.
The former athlete suggests ways of incorporating physical activities into the work day.

Page, Robert C.
How to lick executive stress. New York, Essandress Special Editions, 1967. 176 pp.
Self diagnostic psychological and physiological tools for aiding the executive in maintaining health.

Poindexter, Joseph.
Should businessmen jog? Dun's review, vol. 91, no. 6, June 1968, pp. 46-48.
Review of comments on the latest fad by doctors and participants.

Managing Health and Tension (Cont'd)

Porterfield, John D.
Stress and the manager. Personnel administration, vol. 25, no. 4, July-August, 1962, pp. 29-37.
Considers the reason why managers reach the top and are physically able to stay there, as well as the causes of stress and their avoidance. Urges that managerial talent of the nation be as carefully fostered as scientific talent.

Randall, Clarence B.
The myth of the over-worked executive. Dun's review and modern industry, vol. 77, no. 2, February 1961, pp. 41-43.
Considers the self-pitying, over-worked executive as one who lacks serenity and is so disorganized that he becomes a focal point from which confusion and uncertainties spread throughout the organization.

Robinson, Donald H.
Off-the-job fatigue. AMS professional management bulletins, vol. 6, no. 13, June 1966, pp. 17-19.
Greatest cause of fatigue on and off the job is emotional upset. Points out ways supervisor can cause or correct conditions contributing to it.

Robinson, Donald H.
Your work is too easy! The Office, vol. 55, no. 4, April 1962, pp. 77-81.
Gives advice to the desk-bound on the subject of exercise and provides a chart showing the comparative caloric cost of various activities.

Robinson, Donald H.
What do we do about off-the-job fatigue? Supervision, vol. 22, no. 3, March 1960, pp. 10-12.
Reports on the causes of off-the-job fatigue and what supervisors, jointly with management and staff departments, can do to alleviate the problem.

Robinson, Nadine and Donald Robinson.
At least - you're not working yourself to death. Trained men, vol. 43, no. 4, 1963, pp. 16-20.
Explains calorie/minute unit for measuring work output, and need for regular physical exercise.

Rogg, S. G. and C. A. D'Alonzo.
Emotions and the job. Springfield, Ill., Charles C. Thomas, 1965. 192 pp.
Selected chapters: Mental health and industrial change; Motivation; Problems with youth; The difficult, troublesome employee; Responsibility of employer and employee; Emotional problems of women in industry; The problems of alcoholism in industry; Use of psychotropic drugs by employed persons; "Mental fitness."

Managing Health and Tension (Cont'd)

Schoonmaker, Alan N.
Anxiety and the executive. New York, American Management Association, Inc., 1969. 285 pp.
A practicing psychologist who counsels executives and has served as a consultant on management development provides information on understanding anxiety, its causes, effects and solutions.

Schur, Sylvia.
Mr. Executive: stop eating yourself to death. Business management, vol. 20, no. 5, August 1961, pp. 36-40.
Excess weight leads to less effectiveness and a shorter life. Tells how to organize a diet, and how to diet and enjoy it.

Schweisheimer, Waldemar.
Do supervisors and executives really have special health problems? Supervision, vol. 31, no. 1, January 1969, pp. 29-30.
A physician disputes the idea that executives suffer from special health hazards.

Schweisheimer, Waldemar.
How to beat your daily tensions. Trained men, vol. 45, no. 3, pp. 2-6.
While some worry is inevitable, and even an incentive to accomplishment, too much may turn into pathologic anxiety. Herein are listed eleven ways to fight worry and "make life more bearable, even for nervous and keyed-up people."

Schweisheimer, Waldemar.
How to combat fatigue. Supervision, vol. 27, no. 6, June 1965, pp. 10-12.
Gives an account of some causes of fatigue, such as hypoglycemia (too little sugar in the blood) and specialization which may cause boredom which in turn causes fatigue. Lists six steps for combating fatigue.

Schweisheimer, Waldemar.
Make the most of your vacation - don't overdo it! Trained men, vol. 40, no. 2, 1960, pp. 10-13.
The doctor's advice includes compulsory vacations, peace of mind, a change of activity, and silence as a restorative for frayed nerves.

Schweisheimer, Waldemar.
Overweight among supervisors and executives. Supervision, vol. 31, no. 4, April 1969, pp. 29-30.
Cites overweight as the most frequent health problem among supervisors and executives. Recommends a reducing diet and furnishes pointers selecting it.

Schweisheimer, Waldemar.
What makes you tired? Trained men, vol. 40, no. 4, 1960, pp. 24-28.
Tells why the "tired businessman" gets that way and what can be done about it.

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Managing Health and Tension (Cont'd)

Schweisheimer, Waldemar.
Worried? Beat your daily tensions. Manage, vol. 21, no. 9, August 1969, pp. 22-25.

Shull, Fremont A. and Delbert C. Miller.
Help the man in the middle. Nation's business, vol. 51, no. 2, February 1963, pp. 36-37.
Suggestions on how to minimize tension between an executive and his subordinates include increasing awareness and sensitivity to conflicts.

Smith, Robert A., III.
Executive frustrations: causes and cures. Advanced management journal, vol. 31, no. 2, April 1966, pp. 58-63.
Identifies executive problems and suggests remedies. Governmental fragmentation, seniority, frequent change, and the dearth of effective career development programs, are the frustrations considered.

Steincrohn, Peter J.
How to stop your job from killing you. Part I. Management methods, vol. 19, no. 4, January 1961, pp. 32-37, 80, 82.
Presents a prescription for "blocking the forces which undermine executive health."

Steincrohn, Peter J.
Mr. Executive: stop killing yourself. Part 2. Management methods, vol. 19, no. 5, February 1961, pp. 78-80, 82.

Some suggestions regarding drinking, coffee consumption, smoking, physical examinations, how your wife can help your health, and when to retire.

Steincrohn, Peter J.
Mr. Executive: keep well - live longer. New York, Frederick Fell, Inc., 1960. 341 pp.
A doctor's guide to better health and longer life under executive tensions. Offers the executive tools for survival by suggesting how to overcome tension, how to be fit, and how to cope with the anxiety state.

Torre, Mottram.
Job tensions: are they good or bad? Supervisory management, vol. 10, no. 6, June 1965, pp. 48-50.
"Tension is like a powerful medicine--the right dose can be good for you, but too much can be poison." Presents some pointers for alleviating excessive tension.
Condensed from Sales Management, vol. 94, no. 7, 1965.

Uris, Auren.
Keeping young in business. New York, McGraw-Hill, 1967. 241 pp.
To continue a state of youthfulness, makes suggestions for staying fit mentally, for maintaining personal efficiency and physical fitness, and offers ways to move ahead professionally.

Managing Health and Tension (Cont'd)

Valentry, Duane.
What an office supervisor should know about controlling office tension. Chicago, Dartnell Corporation, 1964. 24 pp. (Self-improvement series for supervisors, no. 8.)
There are two kinds of stress: beneficial and detrimental. Author maintains " ... one man's stress is another man's stimulant..." and offers twelve guideposts to help handle stress.

Wheeler, H. E.
Are you working too hard? Nation's business, vol. 50, no. 8, August 1962, pp. 80-82.
Points out the dangers of "job addiction" and advises how to combat it.

Wilson, Howard.
Living with yourself. Deerfield, Ill., Administrative Research Associates, 1962. 66 pp.
Defines a successful person in terms of maturity and ability to live with himself and his fellow man. Offers advice on how to live harmoniously and how to escape the burdens of anxieties, tensions, frustrations and mental illness.

Wytmar, Richard J.
The executive and his emotions. Personnel administrator, vol. 12, no. 2, March-April 1967, pp. 13-16.
Presents examples of problems caused by uncontrolled emotions in the executive and lists ways in which the competent executive demonstrates personal stability and maturity.

Zaleznik, Abraham.
The dilemmas of leadership. Harvard business review, vol. 41, no. 4, July-August 1963, pp. 49-55.
Discusses the nature of inner conflicts to which the executive is subject. Identifies two prevalent types as status anxiety and competition anxiety and presents some guidelines for resolving and managing them.

FOLLOWERSHIP

Appley, Lawrence A.
Don't blame the boss. Supervisory management, vol. 5, no. 11, November 1960, pp. 20-21.
Instead of blaming the other fellow for lack of management effectiveness, examine your own performance.

Arnold, Stanley and Ray Josephs.
What an office supervisor should know about getting along with his boss. Chicago, Dartnell Corporation, 1964. 24 pp. (Self-improvement series for supervisors, no. 12)
Contains thumbnail sketches of eight types of bosses and how to respond to each, five ways of "talking back" to the boss, a brief questionnaire to assess your executive qualifications, four traits that bosses look for, along with pragmatic helps for advancing your career.

Black, James M.
Don't make your boss a problem. Supervisory management, vol. 7, no. 5, May 1962, pp. 2-5.
Offers advice to subordinate on maintaining a good relationship with his supervisor: (1) do not expect perfection; (2) give supervisory support where he needs it; (3) keep him informed; (4) learn to anticipate; and (5) be loyal.

Caskey, Clark C.
The art of taking a "chewing out." Supervision, vol. 28, no. 12, December 1966, pp. 4-6.
Author tackles the problem of the disciplinary interview and provides some basic suggestions for the person being reprimanded (e.g., be prepared to discuss the situation, and avoid an emotional response). Briefly mentions other approaches to discipline--such as remote control, mental deprivation, and discipline by memo.

Caskey, Clark C.
Dealing effectively with superiors. Supervision, vol. 24, no. 9, September 1962, pp. 4-6, 32.
Considers ways of achieving productive relationships with superiors such as accepting supervision and authority; knowing the boss and understanding what he expects and what his goals are; proper use of praise; recognition of personal differences; search for added responsibility; and creativity.

Do you tell your boss what he needs to know? Supervisory management, vol. 6, no. 10, October 1961, pp. 18-20.
Adapted from "The Personnel Manager" (The Pennsylvania Railroad Company). Lists information any boss needs to know and the five "dont's" of "talking up": don't try to shield the boss; don't think you have to have the solution before you discuss a problem; don't expect a problem to disappear if you don't talk about it; don't over-protect yourself; and don't dismiss a good idea because it won't affect your operation.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Followership (Cont'd)

Famularo, Joseph J.
You and your boss. Supervisory management, vol. 6, no. 2, February 1961, pp. 20-25.
Lists and discusses some simple do's and don't's to follow when persuading your boss to accept your ideas.

Help your boss do his job. Supervisory management, vol. 12, no. 12, December 1967, pp. 14-16.
It is a major responsibility of a supervisor to relay complete information to his boss to insure sound managerial decisions. To aid in the process, the article lists basic information needed, plus five "don'ts" of communicating with management. Adapted from The Personnel Manager (The Pennsylvania Railroad Company).

How do you look to your boss? National business woman, vol. 45, no. 10, November 1966, pp. 13-14.
Presents a checklist to determine where you stand in your boss' eyes, 15 questions and answers of Robert O. Snelling, Sr., President of Snelling and Snelling, Inc.

Hudson, Charles T.
"Follow me." Personnel information bulletin (Veterans Administration), December 1960, pp. 10-11.
Points out that intelligent, sympathetic, and loyal followers are important to the efficiency of an organization. Presents ten principles which should make an employee a more effective follower.

Jennings, Eugene E.
How to satisfy the boss. Nation's business, vol. 49, no. 10, October 1961, pp. 40-41, 47, 50, 52.
Survey of top-level businessmen's attitudes on what executives should do. Chances of success are favorable if the executive (1) rescues the boss from his errors; (2) maintains authority granted him; (3) is satisfied with his subordinate role; (4) projects the image of the boss he desires; and (5) is predictable in his behavior.

Jennings, Eugene E.
It takes two to reach the top. Nation's business, vol. 49, no. 11, November 1961, pp. 56-58, 60.
After interviewing executives with 83 firms, research workers from Michigan State University concluded that success in management depends on being an effective subordinate and at the same time having the ability to develop capable assistants of one's own.

Followership (Cont'd)

Jensen, Barry T.
The practice of subordinatemanship. Advanced management journal, vol. 33, no. 3, July 1968, pp. 57-63.
"Many articles have been written about the manager's relations with his subordinates. This article takes a different approach by analyzing the subordinate's attitudes toward his superiors and showing how, in fact, he can become a part of the management team."

Jessup, Joe L.
Why you and your boss disagree. Nation's business, vol. 48, no. 5, May 1960, pp. 98-100.
Nine guidelines to check the clarity of the executive's communications, a common and costly business problem. Author suggests job analyses and talks, and an annual individual performance check.

Johnston, Frank M.
How to be effectively supervised. Trained men, vol. 43, no. 1, 1962, pp. 11-16.
Discusses the employee and his career in relation to the supervisor and advances ten rules for the employee to interpret and apply to himself.

Kleiler, Frank M.
Getting along with your own supervisor. Supervision, vol. 22, no. 8, August 1960, pp. 22-23.
Points out importance of getting along with your superior as well as your subordinates. Recommends getting to know what your boss likes and wants of you.

Levinson, Harry.
So your boss is a problem. Supervisory management, vol. 13, no. 7, July 1968, pp. 29-31.
Tips on improving the situation: be aware of distortions in your perception; enhance the boss's sense of adequacy, be supportive and accept the reality of risk.

Mason, Joseph G.
Find the pivot man. Nation's business, vol. 52, no. 12, December 1964, pp. 80-82, 84.
A subordinate upon whom much of an organization's success depends may be described as being broadly knowledgeable, a thinker and a driver, as one who innovates and makes suggestions, or who is observant and possessed of a good memory.

Sharp, Harold S.
Give the boss ... a break. Trained men, vol. 45, no. 2, pp. 4-7.
A plea for consideration for the boss. While he may have certain prerogatives, income and business status, he has responsibilities and problems that go with them.

Stewart, Nathaniel.
Boss won't delegate? Try this. Nation's business, vol. 50, no. 3, March 1962, pp. 88-90, 91.
Offers practical suggestions for dealing with the four types of executives who will not "let go": egotistical manager, work addict, inexperienced manager, and the insecure person.

Followership (Cont'd)

Swank, William A.
The high price of polished apples. Supervisory management, vol. 7, no. 9, September 1962, pp. 4-7.
Warns against excessive loyalty carried to the point of shortchanging workers, management and the company when a supervisor is a yes-man or chameleon who fails to speak out against unwise policies.

Tosch, Charles A.
In human relations let's look up for a change! Personnel information bulletin (Veterans Administration), February 1963, pp. 1-5.
Remarks on paucity of literature on how to get along with one's superiors and discusses some of the pitfalls in this field of human relations, giving examples of problems in upward relationships.

Wald, Robert M.
Do you speak the presidential tongue? Business horizons, vol. 11, no. 4, August 1968, pp. 34-36.
Tips for the subordinate in communicating with the head of his company--ways to understand the president and ways to develop insight into his own motivation.

Williams, Douglas.
Don't keep your boss in the dark. Supervisory management, vol. 6, no. 5, May 1961, pp. 18-23.
Advice to supervisors for communicating their ideas upward: observe things in an organized way, plan your case, think it through, write it down, watch your timing, and be willing to accept modifications.

Williams, S. G.
One plus one equals one. Supervisory management, vol. 5, no. 7, July 1960, pp. 49-50.
Digest of article taken from Textile World, April 1960.
Gives three steps to achieve balance between the supervisor and his boss: (1), identify areas where supervisors provide compensating strength; (2), areas where boss provides it; and (3), areas where both are weak. The more balance achieved, the more benefit to their relationship and the unit.

Zaleznik, Abraham.
The dynamics of subordinacy. Harvard business review, vol. 43, no. 3, May-June 1965, pp. 119-131.
Examines psychological dimensions which assume prominence in inner conflicts of the subordinate; relates these inner conflicts to their origins in individual development; and suggests guidelines that seniors and subordinates can use in resolving subordinacy conflicts.

COMPLETED STAFF WORK

Damminger, H. A.
Completed staff work, the commander's part. Personnel information bulletin, (Veterans Administration), March 1960, pp. 6-8.
Outlines steps to be followed by the superior in assigning a task which should result in completed staff work.

Don't pass the buck to the boss. Supervisory management, vol. 8, no. 6, June 1963, pp. 16-20.
Discussion of concept of completed staff work and its usefulness to managers.

Ellis, William J. S.
What causes incomplete staff work? Journal of systems management, vol. 20, no. 7, July 1969, pp. 30-31.
Suggests five basic reasons for incomplete staff work by the systems analyst: not understanding the assignment, failure to understand what is expected, spending insufficient time, lack of training and experience, and lack of personal pride. Points out that completed staff work is one of the criteria by which a good systems man is judged.

Lang, J. C.
Staff role vital to top management team. Navy management review, vol. 13, no. 10, October 1968, pp. 20-23.
Outlines the responsibilities of the manager if he is to obtain optimum results from staff work. Discusses completed staff work, the role of the staffman, and characteristics that help him to be effective.

Manzi, Leonard T.
Are we supervisors doing our jobs? Personnel information bulletin, (Veterans Administration), August 1962, pp. 13-14.
Recommends use of the management procedure known by the term "completed staff work" as a means of stimulating self-development and of presenting the solution of a problem to one's superior for approval or disapproval.

Negus, Alan G.
Earn acceptance with completed staff work. The Office, vol. 53, no. 1, January 1961, pp. 120, 122, 313-314.
Proposes that a good way for a new employee to earn the backing of management and acceptance of his ideas is through completed staff work: (1) write out concisely scope and purpose of idea; (2) describe equipment or procedure to be changed; (3) outline new procedures; and (4) present a balance sheet of costs and benefits.

Powell, R. F.
Delegating and doing the complete job. Administrative management, vol. 25, no. 11, November 1964, pp. 53-54.
Explains concept of completed staff work and outlines procedure for both employee and his superior regarding this aspect of delegation.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Completed Staff Work (Cont'd)

U. S. Department of the Air Force.
General management and completed staff work courses. Kelly Air Force Base, Texas, 1962. 1 v.

U. S. Department of the Army.
A guide to completed staff work. /Prepared by two Department of the Army interns of the Civil Service Administrative Intern Program, S. C. Freeman and D. H. Havermann/. /Washington, 1949/. 18 pp.

Viana, Arizio de and Araujo Cavalcanti.
Completed staff work; a concise bulletin. Rio de Janeiro, 1955.
Contents: The nature and psychology of general staff work; General staff work in theory and practice; Fundamental characteristics of the Brazilian situation; Prospects and conditions of administrative general staff work in Brazil.
Prepared for International Institute of Administrative Sciences.

Willert, Wayne.
It doesn't count if you don't follow through. Supervisory management, vol. 12, no. 4, April 1967, pp. 17-19.
Author attributes success in any project to ability to follow-through, and indicates some ways the manager can improve his technique.

DEVELOPING CREATIVE ABILITY AND INNOVATIVE SKILLS

Anshen, Melvin.
"Nobody around this shop listens to new ideas." Think, vol. 28, no. 2, February 1962, pp. 3-5.
Offers thirteen steps to be followed by young managers with ideas for improvements who have been frustrated by what they have erroneously regarded as resistance by their co-workers and superiors. Stresses importance of timing and advises never to attack resistance head on.

Armstrong, Frank A.
Idea tracking. New York, Criterion Books, 1960. 146 pp.
"You will find in this book a practical and effective definition of the creative thought processes of the mind. In five specific steps this process, which I call Idea-Tracking, shows exactly what can be done to be more effective...in the way that you think."
Steps the author includes in this process are: assess the situation, define the problem, use subconscious in creativity, include an idea-producing session, and select the best idea.

Arnold, Stanley M.
The value of creative discontent. Personnel, vol. 44, no. 5, September-October 1967, pp. 55-59.
Probes the executive's responsibility for generating creativity among his subordinates and suggests he begin with self evaluation. Specific guidelines for promoting creativity are provided.

Bill, E. C.
When you send an idea up the line. Supervisory management, vol. 3, no. 1, January 1958, pp. 2-7.
Step-by-step procedure for presenting new plans and ideas so they will be accepted by higher levels of management.

Booth, Arch N.
Artists of life; putting your creative powers to work in organization management. Address before the Institutes for Organization Management, Michigan State University, July 1, 1960. Washington, Chamber of Commerce of the United States, 1960. 19 pp.
Emphasizes that progress is best made through one's own effort, through continuous study and training; and that creativity involves taking risk, having daring and enthusiasm. Points out many component parts of being creative in organization management, among them controlling time and energy, keeping one's self fully informed, and making tough decisions.

Brady, William T.
Freedom to make mistakes. Dun's review and modern industry, vol. 77, no. 6, June 1961, pp. 33-34.
To encourage creative people to seek the new and untried, it is necessary to develop an environment which accepts the freedom to make mistakes. Talks of some attitudes management can adopt in order to develop such a climate.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Developing Creative Ability and Innovative Skills (Cont'd)

Brady, William T.
The management of innovation. Business topics, vol. 9, no. 2, Spring 1961, pp. 7-14.
Identifies inhibitors to genuine creative thinking which lie within our society, within the organization itself, and within the individual. Suggests way in which a climate which facilitates innovation and growth can be substituted.

Burnes, Bruce B.
How to sell your boss on your idea. Supervisory management, vol. 14, no. 12, December 1969, pp. 12-16.
Five suggestions for the manager.

Caskey, Clark C.
Improving ability to think. Supervision, vol. 23, no. 3, March 1961, pp. 4-6, 21.
Suggests methods by which our ability to think productively can be improved. Among them are: develop concentration powers, study thinking patterns, focus on one thing at a time, select proper time and place, strengthen listening and observation skills, use planned thinking process, increase work-related knowledge, identify emotional blocks to thinking, and improve speaking and writing ability.

Cherry, Charles N.
Keep your thinking fresh and original ... Personnel administrator, vol. 5, no. 4, August-September 1960, pp. 15-16.
Presents ten bench marks to help individual consciously exercise his ability to think clearly and avoid applying ready made solutions and devices to problems.

Clark, Jere W.
Creativeness: can it be cultivated? Business quarterly (School of Business Administration, University of Western Ontario), vol. 30, no. 1, Spring 1965, pp. 29-39.
Creative imagination can be developed. This writer considers the creative process and tells of the different kinds of creativity. Some surprising findings of well-known psychologists are given.

Currie, James S.
Creativity in management. AMS management bulletins (management skills), vol. 5, no. 1, February 1964, pp. 19-22.
Notes four stages of creativity, describes creative personality, and concludes that there is need, time and place for creativity at all levels of organization.

Developing Creative Ability and Innovative Skills (Cont'd)

Daniels, Herb.
Don't wait for ideas ... go after them. Supervisory management, vol. 11, no. 8, August 1966, pp. 4-8.
Explains the process through which the mind develops new ideas, examines the keys to a favorable creative climate and the personal discipline that makes the creative process operate.

Dare to play your hunches.
Nation's business, vol. 49, no. 3, March 1961, pp. 56-57, 59.
Defines intuition as "a mental shortcut which you can take when you can see the forest instead of the trees" and suggests a few practical pointers on how to use it.

Deutsch & Shea, Inc.
Barriers to creativity. New York, Industrial Relations Newsletter, Inc., 1960. 33 pp.
Identifies barriers to creativity, and tells how to recognize and within limits, how to overcome them.

Diller, N. Richard.
Creativity/conformity; which does management want? Trained men, vol. 44, no. 2, 1964, pp. 5-7.
Describes kind of atmosphere management should provide for its creative personnel, saying that it should not be too restrictive for creativity expected. Lists characteristics of creative men and also realities they must accept in their working environment.

Dowling, Fred R. and A. Conrad Posz.
Ideas: the basic for effective communications. Journal of the American Society of Training Directors, vol. 14, no. 2, February 1960, pp. 3-6.
The stumbling block in poor communications is not the inability to express ideas orally or in writing. It is the inability to think creatively. Discusses three obstacles to skillful creativity: dulled senses, stunted imagination, and lack of emotional control, and suggests how to overcome them.

Drucker, Peter.
The big power of little ideas. Harvard business review, vol. 42, no. 3, May-June 1964, pp. 6-8, 10+.
Cites instances of achievements that began with little ideas and entrepreneurs who were willing to welcome those ideas.

Durfee, Richard A. and Alfred L. Brophy.
How to stifle creativity. Personnel, vol. 38, no. 4, July-August 1961, pp. 63-66.
Discusses two methods of curbing creativity: the authoritarian and the democratic. Recommends the latter as the more congenial way of ensuring that new ideas do not disrupt accepted procedures.

Developing Creative Ability and Innovative Skills (Cont'd)

Dyer, Gus W.
Opening Pandora's box. Personnel administration, vol. 27, no. 5, September-October 1964, pp. 37-38.
Calls energetically for original thinking in administration circles. Sticking to stereotypes in thinking and repressing ideas are common faults in administrators. Reasons for the reluctance to promulgate new thinking are explored.

Edwards, M. O.
Solving problems creatively. Systems and procedures journal, vol. 17, no. 1, January-February 1966, pp. 16-24.
Creative approaches to problem solving as drawn from the literature and the author's experience in teaching the subject. Bibliography.

Eitington, Julius E.
Unleashing creativity through delegation. Washington, Society for Personnel Administration, 1966. 18 pp. (Booklet no. 4)
Discusses ways and means of motivating employees to more creative work through delegation. Proposes tips on effective delegating and provides a checklist for the supervisor.

Evans, Marshall K.
A corner on the creativity market. Advanced management journal, vol. 32, no. 1, January 1967, pp. 36-40.
Clear objectives, good communications, and a chance to earn recognition by helping to achieve company goals are cited as tools for managing creative people and for encouraging creativity in employees.

Friedman, Jack J.
Are you creative? Dun's review and modern industry, vol. 79, no. 5, May 1962, pp. 63-64, 102, 104.
Points out four reasons why some executives may not be creative: (1) lack of realization that they may be "idea men"; (2) suggestion blocks; (3) neurotic blocks; and (4) lack of knowledge of how to tap their creativity. Tells how to develop problem solving ability through brainstorming, curiosity and imagination, and perseverance.

Gabriel, H. W.
Techniques of creative thinking for management. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1961. 199 pp.
Gives you "...everything necessary for the advance of that C-T power except one thing -- your will to do so. That, and that alone, must come from you."

Gibbons, Charles C.
Improving the climate for creativity in your organization. NASS quarterly, vol. 1, Fall 1965, pp. 5-10.
Here are questions to reflect upon when deciding whether the climate in an organization is conducive to creativity. Also explains different aspects of creativity, and how to organize for it.

Developing Creative Ability and Innovative Skills (Cont'd)

Gibbons, Charles C.
Managers too can be creative. Michigan business review, vol. 16, no. 1, January 1964, pp. 17-21.
Besides creating a climate of creativity for his subordinates, the effective manager can discover opportunities for developing his own creativity in areas such as planning, organizing, problem-solving, leadership and controlling.

Gibbons, Charles C.
Putting new ideas to work. Supervisory management, vol. 8, no. 6, June 1963, pp. 4-7.
How supervisors can obtain cooperation in presenting and using new methods and ideas.

Gill, Stanley A. and E. F. Wells.
We want you to be creative -- but. NASS quarterly, vol. 3, Spring 1967, pp. 5-8.
Explores the advantages of employing highly creative personnel in an organization, and weighs these against the difficulties that arise in working with them. Author encourages managers to establish a creative atmosphere to promote innovations in order to meet industry's future needs.
Reprinted from Manage (National Management Association).

Glass, Stephen J.
Creative thinking can be released and applied. Personnel journal, vol. 39, no. 5, October 1960, pp. 176-177.
Points out that management has paid little attention to developing creative personnel. Discusses barriers to creative thinking and methods of releasing potential energy.

Goldner, Bernard B.
Strategy for creative thinking. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1962. 256 pp.
Not too serious treatment of subject uses the section headings of "acclimatizing," "do it yourself," "trigger," and "target" to consider such topics as the definition of creativity and the characteristics of a creative person, team tactics, brainstorming, and where do we go from here.

Gordon, William J. J.
How to get your imagination off the ground. Think, vol. 29, no. 3, March 1963, pp. 2-6.
Presents a method of creative problem solving based on group action and the use of four kinds of analogies: personal, direct, symbolic and fantasy. Includes examples of these psychological mechanisms.

Developing Creative Ability and Innovative Skills (Cont'd)

Gruber, Howard E., ed.
Contemporary approaches to creative thinking; a symposium held at the University of Colorado. New York, Atherton Press, 1962. 223 pp.
Considers creativity as a problem for scientific understanding, presenting a wide range of "great and humble representatives of the creative process taken from almost every field of endeavor."
Contents: The conditions of creativity, by Jerome S. Bruner; The birth and death of ideas, by Mary Henle; The processes of creative thinking, by Allen Newell, J. C. Shaw, and Herbert A. Simon; Conformity and creative thinking, by Richard S. Crutchfield; On the psychodynamics of creative physical scientists, by David C. McClelland; Retrospect and prospect, by Robert B. MacLeod.

Hartig, Hugo.
The anatomy of a creative person. NASS quarterly, vol. 2, Winter 1966, pp. 14-15.
Some of the traits common to a creative person include willingness to take risks, inventiveness in language, liking for the theoretical and abstract, self-sufficiency and self-motivation.

How supervisors create ideas. Supervisory management, vol. 7, no. 7, July 1962, pp. 39-40.
Describes three main stages creative managers work through in translating ideas into concrete proposals.
Reprinted from Printers' Ink, vol. 274, no. 13.

How to manage creative people. Business management, vol. 32, no. 1, April 1967, pp. 40-44, 46, 48.
Article presents the views of five men dealing with creative people. It indicates four principles for motivating and managing this group and concludes that any business executive with a proper understanding of their problems, can handle creative employees.

Koprowski, Eugene J.
Creativity, man and organizations. Bell Telephone magazine, vol. 48, no. 1, January-February 1969, pp. 29-32.
Discusses the characteristics of the creative individual and uses these to point out the necessary components of a creative organization. Lists four goals for which an organization should strive in order to become more creative and the methods of achieving these goals.

Koprowski, Eugene J.
Toward innovative leadership. Business horizons, vol. 10, no. 4, Winter 1967, pp. 79-88.
Declares that technological advances require more innovate leadership. Proposes strategies and techniques for recruiting creative leaders and for developing creativity among an existing staff.

Developing Creative Ability and Innovative Skills (Cont'd)

Kuby, Tom.
Creative thinking--fad or function? Training and development journal, vol. 22, no. 2, February 1968, pp. 11-14.
Views creative thinking as one of man's most significant functions, and indicates the growth in popularity of training for creativity by reference to courses and business programs available. Suggests ways of tapping our creative reservoir and problem-solving procedures.

Lahti, Aarre K.
Are we really ready for creativity? Personnel administration, vol. 27, no. 2, March-April 1964, pp. 20-23.
Describes creativity as functional problem solving that uses cultural, sociological and psychological functions as well as structural-mechanical and physical functions. Presents factors important to creativity and factors which inhibit it.

Levitt, Theodore.
Creativity is not enough. Harvard business review, vol. 41, no. 3, May-June 1963, pp. 72-83.
Refreshing, outspoken, detailed and footnoted exposition on why mere creativity is not the sole answer to the dangers of conformity. Speaks of the difference between creativity and innovation, the irresponsibility of idea men, and the gratuitous advice of consultants, writers and professors. Explains how to make creativity really acceptable, describes the four factors that decide the need for thorough documentation, and remarks on the necessity for discipline in the creative genius.

Linsley, John W.
Creative approach to management. The Office, vol. 59, no. 1, January 1964, pp. 137-138, 261+.
Discussion of blindspots in management creativity.

McCollum, L. F.
Developing managers who make things happen. Management review, vol. 56, no. 5, May 1967, pp. 4-9.
The modern manager must be able to promote creativity and establish an atmosphere of free expression of opinion. The author discusses ways in which these abilities can be developed in today's manager.

Mack, David.
Wanted: problem solvers. Personnel administrator, vol. 13, no. 3, May-June 1968, pp. 23-25.
Advises managers and supervisors to be ever on the alert for problem solvers among their subordinates. Declares that it is well worth time and expense to seek them out.

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Developing Creative Ability and Innovative Skills (Cont'd)

McPherson, J. H.
The creative manager. Midland, Michigan, Dow Chemical Company, 1964. 45 pp.
Outlines and discusses five areas in which the creative manager must be proficient: knowledge of self, of individual differences, of how groups operate, of the creative process and of the relationship between organizational philosophy and behavior.

Man's creative mind. Think, vol. 28, no. 10, November-December 1962, Entire issue.
Contents: You can tell a creative company by the people it keeps, by John W. Gardner; Creative people: how to spot them, by Helen Rowan; How to produce an idea; Where education fits in, by Margaret Mead; and Spurring more innovation in industry, by Howard Simons.

Marks, Melvin R.
Managerial innovation: you get what you ask for. Personnel, vol. 43, no. 6, November-December 1966, pp. 19-23.
Investigates industry's need for innovation and analyzes techniques for improving managerial innovation. Article traces the progression of the idea through the stages of its implementation and evaluation of its results. Urges managerial training or innovation by the principle of reinforcement and incentives of pay, prestige, and promotion, and concludes that the manager's role as innovator should be clarified and expanded.

Mars, David.
Creativity in public management. Public administration news, vol. 16, no. 1, Section 2, Management forum, February 1966, pp. 1-2.
Enumerates the intellectual and personal traits which are the components of creativity and points out the interpersonal and intra-personal relevance of creativity to the administrator.

Maslow, A. H.
The need for creative people. Personnel administration, vol. 28, no. 3, May-June 1965, pp. 3-5, 21-22.
Executives, leaders, and administrators in business and industry "... must be people who will not fight change but who will anticipate it, and who can be challenged enough by it to enjoy it. We must develop a race of improvisers, of 'here-now' creators."
Also finds a need for stress on female creativeness and for studying creativeness in children.

Developing Creative Ability and Innovative Skills (Cont'd)

Mason, Joseph G.
How to be a more creative executive. New York, McGraw-Hill Book Company, Inc., 1960. 281 pp.
A "how to do it" book with some basic theory and philosophy but with emphasis on developing increased sensitivity to problems, building knowledge of problem-solving procedures and creative thinking aids, gaining self-confidence in applying techniques and principles, and understanding and providing the kind of "climate" that encourages creative thinking in others.

Mason, Joseph G.
How to weigh ideas. Nation's business, vol. 50, no. 4, April 1962, pp. 78-80.
Poses numerous questions helpful to management in evaluating creative ideas and in separating the possible and probable ideas from the pipe dreams. Also states that the solution to a problem lies in defining the problem, establishing criteria, and gaining acceptance for the new idea.

Morgan, John S.
Improving your creativity on the job. New York, American Management Association, Inc., 1968. 223 pp.
How to identify creativity, how to improve the climate for it, and how to put it to work. Contains self-rating checklists and exercises.

Nation's Business (Periodical).
Building your idea power. Washington, n. d. 3 v. (Pocket guide for executives)
Contents: Vol. 1, How to stimulate successful ideas; Vol. 2, How to communicate your ideas; Vol. 3, How to make your ideas work.

Nation's Business (Periodical).
How to make your ideas work: a Nation's Business pocket guide for executives. Washington, n. d. 72 pp.
Articles, reprinted from monthly issues of Nation's Business, by George S. Odiorne, Edwin M. Glasscock, Auren Uris, Howard R. Dressner, and Charles A. Cerami.

Newell, Allen, J. C. Shaw, and H. A. Simons.
The processes of creative thinking. Santa Monica, Calif., The Rand Corporation, 1959. 82 pp.
Asks if a theory of creative thinking as distinct from that for problem solving is needed, and concludes that if the problems are comparatively new and difficult, solving them would be creative thinking. Summarizes what is known about problem solving by simulating certain problem solving processes by means of computers.

Developing Creative Ability and Innovative Skills (Cont'd)

Odiorne, George S.
Who should break the rules. Nation's business, vol. 49, no. 2, February 1961, pp. 92-96.
Answers one question, "How can a company encourage creativity, originality, independent thinking and action, but still maintain the kind of discipline and teamwork that organized effort requires?" by suggesting answers to three other queries: "When is nonconformity a good thing?" 'When is it bad?" and "How can we get one without the other?"

Parnes, Sidney J.
Can creativity be increased? Personnel administration, vol. 25, no. 6, November-December 1962, pp. 2-9.
A review of studies on the means of increasing creative thought seems to indicate that creativity may depend upon attitude and ability development, and that the gap between creative potential and actual output may be narrowed by training.

Parnes, Sidney J.
Creative behavior guidebook. New York, Charles Scribner's Sons, 1967. 312 pp.
"... Written for the creative educator in schools or in industry--for the leader who desires to see blossom in others this trait he holds most valuable: the ability to perform effectively by bringing to any task a part of one's unique self."
Part II is a 16-session instructional program for cultivating creative behavior. Also included are a bibliography, a list of audio-visual aids, and a survey of types of courses offered in education, industry and government.

Parnes, Sidney J.
Nurturing creative behavior. NASS Quarterly, vol. 4, Summer 1968. pp. 6-9, 26.
Suggestions for the supervisor or manager who wishes to develop optimal creativity within his staff. Adapted from the author's Creative Behavior Guidebook.

Parnes, Sidney J. and Harold F. Harding, eds.
A source book for creative thinking. New York, Charles Scribner's Sons, 1962. 393 pp.
Collection of articles, addresses and research summaries selected to provide readings and information regarding what one should know about thinking creatively.

Petit, Thomas A.
Imagery as a management skill. Business horizons, vol. 7, no. 2, Summer 1964, pp. 23-28.
Discussion of images as incomplete or simplified pictures of reality upon which decisions are based. Several types of images are described, and their uses are pointed out, especially in the fields of communication and decision-making.

Developing Creative Ability and Innovative Skills (Cont'd)

Pressel, Lloyd.
The art of being creative. NASS quarterly, Spring 1962, pp. 3-6.
Defines creativity from a commercial point of view, and describes the creative person and environment. Suggests including creative characteristics in selection standards and encouraging employees to feel free to think and express imaginative ideas.

Quick, John T.
Creativity, a pursuit of excellence. Military review, vol. 43, no. 10, October 1963, pp. 28-33.
States that the path to creativity is not an easy one and discusses steps along the way: saturation, deliberation, incubation, illumination and accommodation.

Raudsepp, Eugene.
Exercise your imagination. Nation's business, vol. 50, no. 5, May 1962, pp. 72-74.
Presents four sets of questions chosen for their value in developing the most important characteristics of creativity. Argues that persons who have received creativity training are able to solve problems quickly and with originality, to produce novel ideas of good quantity and quality, and to submit suggestions of acceptable value.

Raudsepp, Eugene.
How to boost idea power. Nation's business, vol. 49, no. 1, January 1961, pp. 74-78, 80.
The ideal supervisor of creative personnel respects individual differences, understands creative processes, suggests rather than specifies, provides inspiration, and bolsters self-confidence.

Raudsepp, Eugene.
How to make yourself more creative. Management methods, vol. 20, no. 4, July 1961, pp. 38-40.
Suggests six steps to increase your creative power: (1) Stretch your horizons; (2) Cultivate your field; (3) Pinpoint your problem; (4) Hunt for ideas; (5) Boost your lagging enthusiasm; and (6) Prepare for presentation.

Raudsepp, Eugene.
How to unleash your creative powers. Business management, vol. 22, no. 5, August 1962, pp. 34-36.
Examines barriers to creativity: lack of self confidence; fear of criticism and publicity; and a need for the familiar, for excessive order, and for conformity. Other shortcomings are lack of persistence, a limited curiosity, and an inability to concentrate. Suggests ways of hurdling them.

Developing Creative Ability and Innovative Skills (Cont'd)

Raudsepp, Eugene.
The shine on the gray flannel suit. Management review, vol. 50, no. 7, July 1961, pp. 4-12.
Discusses growing realization of the need for greater vitality in organization. Lists guideposts to creativity and the freedoms that surveys have found scientists desire. Predicts that as management encourages employees to use their own initiative and removes restrictions, a climate will be created that will foster creativity and be rewarding to both individual and organization.

Raudsepp, Eugene.
What the executive should know about creating and selling ideas. Larchmont, N.Y., American Research Council, 1966. 147 pp.
Author studies the significance of creativity in management. Chapters include: Guideposts to creative problem solving, How to sell your idea, Developing the attributes essential for creative functioning, Characteristics of the creative executive, Constructive nonconformity, Establishing a working climate for creativity, How to manage creative people, How to hire creative people, and Testing creative ability.

Rawls, Robert.
Tested techniques for developing and selling your ideas. Littleton, N.H., Executive Development Press, Inc., 1960. 32 pp.
Suggests ways of developing good ideas, how to test their soundness and how to present them.

Reed, E. G.
Developing creative talent; an adventure in thinking. New York, Vantage Press, 1962. 178 pp.
Author intends to provide assumptions calculated to divorce the reader from the present and induce receptivity for completing new ideas and practices, partially worked inventions, controversial problems in judgment, along with physical exercises to prepare one for habit and thought control.

Renck, Richard and Carolyn W. Livingston.
Developing creative-inventive ability. Rev. Chicago, University of Chicago, Industrial Relations Center, A. G. Bush Library of Management, Organization and Industrial Re[illegible]tions, 1961. 10 pp. (Occasional papers no. 23)
Discusses the meaning of creativity, characteristics of creative people, and techniques to be used in training people to use their creative potential more effectively in solving problems.

Reynolds, William H.
Heuristics for the businessman. MSU (Michigan State University) business topics, vol. 16, no. 1, Winter 1968, pp. 14-22.
Defines heuristics as rules which facilitate creative problem solving. Discusses their nature, how to use them and how they may be used in getting and screening new product ideas.

Developing Creative Ability and Innovative Skills (Cont'd)

Reynolds, William H.
Problem solving and the creative process. MSU business topics (Michigan State University), vol. 15, no. 4, Autumn 1967, pp. 7-15.
Discusses the creative process, person, group, and organization. Concludes that for a firm to be innovative, it must recognize the nature of the process, identify, select and tolerate creative individuals, and allow them to waste a certain amount of time while keeping them under a certain amount of pressure.

Roth, Charles B.
How you can have more ideas. New York, Employee Relations, Inc., 1959. 15 pp. (A help-your-self booklet no. 5925).

Schuler, Stanley.
Think your way to success. Nation's business, vol. 52, no. 4, April 1964, pp. 88-90, 92.
Automation may allow more time for thought but effective thinking depends upon intelligence, system for thinking, goal, access to information, and atmosphere conducive to thought.

Seel, Merlin V.
Developing hidden talent. Supervision, vol. 27, no. 8, August 1965, pp. 10-11.
Suggestions to the supervisor for stimulating creative thinking in himself and his workforce.

Simberg, A. L.
Creativity at work; the practical application of a complete program. Boston, Industrial Education Institute, 1964. 188 pp.
Although written for technical and industrial personnel this book should be of interest to personnel in other fields, dealing as it does with identification and development of creative persons and various approaches to creative problem solving. Includes chapter on brainstorming.

Simberg, A. L.
How to recognize, develop and use creativity. Based on proceedings at a seminar presented by Industrial Education Institute. Boston, Industrial Education Institute, 1962. 53 pp. (An IEI abstract)
Study of problem solving which includes process, product and standard approach, brainstorming, and scientific investigation. Examples are from business and manufacturing, chiefly.

Smith, Gordon.
Creativity; yours for the effort. Vital speeches of the day, vol. 28, no. 14, May 1, 1962, pp. 439-443.
Describes the excitement of analyzing, controlling, planning, and using skill and knowledge. Points out the need for sincerity and for leadership.
Address delivered at Macalester College, December 14, 1961.

Developing Creative Ability and Innovative Skills (Cont'd)

Tallman, Frank.
Creativity and personality. Human relations training news, vol. 9, no. 1, Spring 1965, pp. 1-4.
Author describes the creative experience, the energy that it can release, and blocks that can cut it off. He counsels "recharging" in order to "dream yourself into creativity."

Taylor, Jack W.
How to create new ideas, a comprehensive course in the art and science of creative thinking. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1961. 242 pp.
Explains creativity and considers some of its obstacles such as inadequate motivation, mental laziness, faulty observation and repressive training and education. Discusses eleven methods of working toward creativity, among which are brainstorming, the Gordon technique, free association and forced relationship, but concentrates on the twelfth which the author has named PackCorp Scientific Approach, a modified combination of the others. One of the final chapters contains some practice problems.

Test your creativity. Nation's business, vol. 53, no. 6, June 1965, pp. 80-83, 101.
Samples of creativity tests now in company use; also an interpretation of answers by psychologist Eugene Raudsepp, cofounder of Princeton Creative Research Incorporated, and an expert in business creativity.

Tiernan, Robert J.
Ten ways to sell your ideas. Nation's business, vol. 53, no. 6, June 1965, pp. 84-86, 88, 90.
Recommendations for getting new ideas across.

Tips on getting better ideas. Supervisory management, vol. 10, no. 12, December 1965, pp. 38-39.
"Creative thinking is, in fact, 90% of hard work." This article supplies pointers to help engender useful ideas.
Condensed from Modern Materials Handling, September 1965.

Twenty-two convenient ways to bury an idea. Armed forces management, vol. 9, no. 4, January 1963, pp. 24-25.
"This concise syllabus 'On the Power of Negative Thinking' tries to summarize techniques for idea killers."

Vroom, Oliver E.
What price creativity? Personnel administration, vol. 28, no. 1, January-February 1965, pp. 34-36.
New ideas may meet resistance because of difficulties in implementing them. Suggestions for overcoming this barrier include: outline a plan for carrying out the idea, appoint a "devil's advocate" to be unkind to it, sound out a few people about it, commit yourself to a trial run of it, consider its potential benefits versus the cost of its development and implementation, develop a plan for selling management on introducing it into company operations.

Developing Creative Ability and Innovative Skills (Cont'd)

Waldron, Paul.
Creativity. NASS quarterly, vol. 1, Spring 1965, pp. 6, 10.
Creativity need not be the sole province of the acknowledged genius. Hard work and understanding of the process are the key. The elements of the process are: analysis; conjugation of the elements; consideration of the problem and of the possibilities in any new combination; decision on whether to follow any of the leads created; action.

Wallace, William H.
Some dimensions of creativity. Parts I & II. Personnel journal, vol. 46, no. 6, June 1967, pp. 363-370; no. 7, July-August 1967, pp. 438-443, 458.
Two processes, the unconscious and the logical aspects of man, are necessary for a creative act. The author probes the relationship of these two aspects and lists difficulties modern man must cope with in his search for creativity.

Webster, Eric.
How to put ideas to work: parts 1-3. Supervisory management, vol. 9, no. 7, July 1964, pp. 4-8; no. 8, August 1964, pp. 20-23; no. 9, September 1964, pp. 18-21.
Steps in process from input, or judgment, incubation, judgment, and application.

Webster, Eric.
Ideasmanship: what every manager should know. Management review, vol. 53, no. 2, February 1964, pp. 4-9.
Axioms and advice on contradictions and uncertainties involved in presenting ideas and having them accepted.

Weschler, Irving R.
The leader and creativity. A leader-training workbook. New York, Association Press, 1962, 63 pp.
Practical examination of some blocks to individual as well as organizational creativity along with some barriers to group creativity; suggestions for training and testing for greater creativity.

Williams, Frank E.
A new perspective on creativity. Personnel administration, vol. 29, no. 4, July-August 1966, pp. 3-5, 13-14.
"Based on recent research, this paper suggests some strategies for stimulating creative thought."

Yeck, John D.
How to get profitable ideas ... for creative problem solving. New York, McGraw-Hill, 1965. 309 pp.
Explores what new ideas can do for you, how to solve problems through creative ideas, how to sell your ideas, and how to improve as a problem solver.

MANAGEMENT OF TIME

Archer, Jules.
Is the rat race really worth it? Business management, vol. 36, no. 1, April 1969, pp. 33-34, 52-55.
Demands on an executive's time often are so great as to exclude family and outside activity. Archer suggests exploring a company's time demands before accepting a job and/or leaving a job when the encroachments become too great. Adapted from author's forthcoming book, Achieve Executive Success—Avoid Family Failure.

Barrett, Ross.
Executive time-control program. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1964. 1 v.
Topics cover: how to inventory and budget your time, how to control time in meetings and conferences, and how to improve time relationships with associates and subordinates.

Berkwitt, George J.
The case of the fragmented manager. Dun's review, vol. 93, no. 4, April 1969, pp. 49-51.
Provides many examples of the fragmented work-day of the manager. A sense of priority and an ability to delegate are cited as characteristics that keep the job under control.

Black, James M.
Assignment management. Part I: Organize your job. Supervisory management, vol. 6, no. 4, April 1961, pp. 2-12.
In order to advance in management you must analyze your job, organize your responsibilities, know your subordinates, organize and control your time. (Succeeding parts refer to other aspects of managerial skills)

Buboltz, Harry P.
It's more fun to know than to be fooled. Advanced management - Office executive, vol. 2, no. 8, August 1963, pp. 23-26.
Asks questions about time spent on activities, unnecessary effort, proper use of abilities and skills, work load, and unrelated tasks.

California. State Personnel Board.
Effective use of executive time. Sacramento, 1961. 60 pp.
Programmed text for the individual who wishes to make better use of his working hours.
A loose-leaf binder containing four sections of advice, each equipped with a large supply of sample forms suggesting way to clock and keep your own time records.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Management of Time (Cont'd)

Case, Fred.
An executive day. California management review, vol. 5, no. 1, Fall 1962, pp. 67-70.
Author questions the necessity of a planned day for an executive. Suggests that more efficient use of time might result from a more efficient manner of working with people, better delegation, identifying and working on projects in priority order, and cutting down on conference time. Information received from detailed diaries kept by executives and their secretaries is presented in tabular form.

Cerami, Charles A.
Rx for easing executive workloads. Dun's review and Modern industry, vol. 75, no. 2, February 1960, pp. 59-60.
"... An office is no place to be if you want to work." Recommends getting away from the office or posting "do not disturb" signs at stated periods to allow time for undisturbed concentration.

Choate, R. K.
You can make the time you need! Office executive, vol. 35, no. 12, December 1960, pp. 12-13, 31.
Program for improving time utilization includes employing a daily schedule. Lists some problems which tend to make this schedule break down and suggests methods for handling them.

Cobb, Virgil W.
The time matrix: a new short-cut for project scheduling. Supervisory management, vol. 9, no. 12, December 1964, pp. 21-25.
Offers a plan for scheduling such recurring projects as arranging meetings or preparing budgets. Planning prevents conflicts of space, resources and time. Illustration given is a task list for a training program.

Cooper, Joseph D.
How to get more done in less time. Garden City, N. Y., Doubleday & Company, Inc., 1962. 346 pp.
Suggests "techniques for planning, scheduling, and controlling the time of people whose work was not of a routine nature."
Partial contents: First rule: organize yourself; Basic time budget; How to get through a day; How to multiply yourself; Mastery of the telephone; Life with visitors; Conquering the conference; How to read more in less time; How to work at home; and, How to do more than one thing at a time.

Corporate bigamy; how to resolve the conflict between job and family.
Business management, vol. 28, no. 3, June 1965, pp. 51-60.
Presents examples of typical trouble brewed by corporate bigamy and suggests remedies for the dilemma. Also includes advice for wives.

Management of Time (Cont'd)

Danielson, Lee E.
Management of time. Management of personnel quarterly, vol. 2, no. 1, Spring 1963, pp. 14-18.
Two critical skills for the accomplishment of work are scheduling and planning. Work simplification resulting from delegating some activities, combining, reducing, eliminating, or changing the sequence of others, is also helpful, as is a daily activity log, or analysis of one's working day.

Das, Surya K.
Management's time. Indian management, vol. 3, no. 6, November-December 1964, pp. 35-37, 48.
Managers need to become freer to think and plan. Many work too long and feel they accomplish too little. Suggests they analyze their workloads and study their time flow charts. Then they may plan in a more balanced manner, spot flaws, and take corrective measures. A study of these charts may indicate why some executives change positions.

Dressner, Howard R.
How to stay on top of your job; here are some practical ways to attain better organization of your daily work. Nation's business, vol. 48, no. 9, September 1960, pp. 94-96, 98.
Suggest six steps to guide the executive in organizing his job more effectively: analyze your own performance; do more jobs alone; cut down on routine; look ahead in time stages; subdivide the working day; and keep job priorities flexible.

Drucker, Peter F.
How effective executives use their time. Management review, vol. 56, no. 10, October 1967, pp. 18-22.
Key to executive success in the complex organization is to schedule the day, set goals and priorities, and use the full potential of one's staff.
Condensed from Hospital Administration, Summer 1967.

Drucker, Peter F.
How to manage your time; everybody's no. 1 problem. Harper's magazine, vol. 233, no. 1399, December 1966, pp. 56-60.
Recommends that the executive make a written record of how his time is actually used, analyze it, and attempt to prune activities which waste time. Then he should plan to use his discretionary time (time at his own disposal) in large chunks.

Dyer, Frederick C.
10 executive leadership tips. Supervision, vol. 26, no. 1, January 1964, pp. 9-11.
Advice to managers on use of time in planning and on dealing with themselves.

Management of Time (Cont'd)

Feldman, Edwin B.
How to use your time to get things done. New York, F. Fell, Inc., 1968. 273 pp.
Techniques to help an individual control the use of his time by employing the "Goal, Plan, Action sequence."
Partial contents: How to avoid thinking traps; Learn to recognize ways people waste time; Use positive work techniques; Stimulate your creativity.

French, Raymond W.
Beating the time stealers. Manage, vol. 21, no. 10, September 1969, pp. 52-55.
Tips for the executive for cutting down on wasted time.

Gordon, Paul J.
Formula for a 70-minute hour. Business horizons, vol. 4, no. 1, Spring 1961, pp. 79-86.
A technique for improving use of time requires, first, an inventory of current activities, which includes preliminary analysis of ways we unconsciously or consciously allot our time or allow it to be regulated by others, followed by the development of a plan of action.

Gottfried, I. S., and J. D. Dunn.
Managing to manage your working day; proper telephone use, single handling, workload planning. Administrative management, vol. 30, no. 1, January 1969, pp. 38-40.
Tips for the manager.

Heyel, Carl.
Organizing your job in management. New York, American Management Association, 1960. 208 pp.
Believes that lack of time has become the executive's most immediate and most tangible problem. Presents a step-by-step sequence for situation analysis, identification of problem areas, and action steps. Includes specific and practical suggestions for improving delegation, communication, and conference time, and eliminating such time robbers as worries and tensions. The last chapter is on "practical steps toward self-organization."

How 179 chief executives waste their time. Business management, vol. 33, no. 6, March 1968, pp. 12-14.
Reports findings of a survey conducted by Daniel D. Howard Associates, Inc., of top executives in the Chicago area. It shows that the typical surveyed executive works a 63-hour week, that most of the executives feel their key subordinates could run their business without them, and that the bigger the company a man heads, the more efficient he is likely to be.

Management of Time (Cont'd)

How to get rid of a bulging brief case. Business management, vol. 26, no. 4, January 1964, pp. 47-49.
Advises defining objectives and job, then explains how to set up an eleven-step timetable to cover different activities.

Howard, Vernon.
Time power for personal success. Englewood Cliffs, N. J., Prentice-Hall, Inc., 1960. 225 pp.

The job of being president. Dun's review and modern industry, vol. 81, no. 3, March 1963, pp. 26-27, 61.
Tells how chief executives of business and industry plan their work and make time to think, how they feel about their work, and what the pressures are.

Jones, Curtis H.
The money value of time. Harvard business review, vol. 46, no. 4, July-August 1968, pp. 94-101.
Because the money value of executive time is so great, and because of the insufficient supply of competent executives, an organization must make the most economical use of its staff. The author makes specific suggestions related to time-saving, decision-making techniques and project management.

Klepak, Daniel and John Daniels.
Where a manager's time goes! Public management, vol. 46, no. 8, August 1964, pp. 177-179.
Survey of public executives concerning their use of time reveals that they spend a disproportionate amount of the working day on details and routine tasks. Suggestions are made for making more time for planning, policy review, and creative thinking.

McCusker, Owen F.
Winning the battle against time. Personnel journal, vol. 44, no. 11, December 1965, pp. 597-600.
Explanation of the "time map" planning procedure and its benefits.

Manno, Joseph R.
Got a minute, chief? The Office, vol. 60, no. 2, August 1964, pp. 79, 158-160+.
Suggests that executive use of time might be improved by considering delegation of authority, scheduling, and re-defining the organization. Refers to method the Army uses to teach officers to schedule their time and provides sample form developed by a firm to help executives study their use of time.

Management of Time (Cont'd)

Moore, Leo B.
Managerial time. IMR (Industrial management review), vol. 9, no. 3, Spring 1968, pp. 77-85.
Reports a study in which executives listed interferences with their time and ways to lessen them. Interferences fell into two groupings: communications and professional or operational areas. Author suggests that the manager learn to organize his day not through detailed scheduling, but by selecting only a few items to be completed on the next day and then by gradually expanding his list.

Morris, Jud.
Increasing managerial efficiency. Manage, vol. 20, no. 4, February 1968, pp. 24-30.
Notes basic steps which will improve the manager's use and control of time, release him from operational activities and allow him more time for managing.

Nunlist, Frank J.
Wanted: executive time power. Dun's review, vol. 90, no. 4, October 1967, pp. 51-52, 109, 110+.
Enumerates three steps to develop a viable time power. Points out the use of the computer in accomplishing objectives, and stresses that the executive does not have time to get involved in the unnecessary.

Oncken, William.
Managing management time. Manage, vol. 18, no. 10, September 1966, pp. 4-8.
Article describes management as a profession with a definite set of standards, and defines the main problem of the manager as learning to limit his time to specifically managerial tasks.

Pollock, Ted.
17 ways to save time. Personnel information bulletin (Veterans Administration), July-August 1967, pp. 6-7, 24.
In essence, organization and self-discipline are the essentials of getting more done in less time. Reprinted from Hospital Management, March 1967.

Pollock, Ted.
Stretch your work hours. Supervisory management, vol. 12, no. 11, November 1967, pp. 28-29,.
Makes practical suggestions such as: concentrate on essentials, learn to say no, avoid the telephone trap, get the pencil-and-paper habit, and vary your activities on the job.

Management of Time (Cont'd)

Reid, Peter C.
Be a time miser. Supervisory management, vol. 10, no. 1, January 1965, pp. 8-10.
A reformed time waster explains how he learned to conserve his time by replacing procrastination with better habits, grouping his activities, budgeting his conferences with co-workers, and eliminating unnecessary work.

Rollason, Peggy N.
What an office supervisor should know about effective time management. Chicago, Dartnell Corporation, 1964. 24 pp. (Self-improvement series for supervisors, no. 7)
Suggests how you can protect yourself from external delays and interruptions (with some advice for instructing your secretary in this also), as well as those internal habits which cause delays.

Schindall, Henry.
How to add hours to your day. Administrative management, vol. 26, no. 2, February 1965, pp. 24, 26-28.
What Day-Timers, Inc., Allentown, Pa., is doing about time-planning.

Schleusener, Ernest.
Cost reduction. Part 8: Plan your time. Supervisory management, vol. 5, no. 9, September 1960, pp. 28-37.
Explores six steps in time planning and provides five points for those who have difficulty in finding time.

Scheer, Wilbert.
34 ways an executive can keep his desk clean. Management digest, vol. 18, no. 2, March-April 1961, pp. 27-30.
The suggestions submitted here will help the executive to organize his work, his day, and his desk.

Stewart, Rosemary.
Managers and their jobs; a study of the similarities and differences in the ways managers spend their time. London, Macmillan, 1967. 186 pp.
Based on research involving the cooperation of 160 middle and senior managers who kept especially designed diaries for four weeks, the book describes how managers spend their time, classifies them into five types on the basis of their activities, and suggests implications of these types for selection and training. It concludes with a chapter on how managers can assess the effectiveness of time use. Many graphic illustrations.

37 ways you can save time. Business management, vol. 26, no. 1, April 1964, pp. 53-55, 96-98.
Advice comes under headings of commuting, writing letters, handling mail and other paperwork, the telephone, lunch, conferences, and "spare" moments.

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Management of Time (Cont'd)

Trickett, Joseph M.
A more effective use of time. California management review, vol. 4, no. 4, Summer 1962, pp. 4-15.
Examines five specific recommendations for improved use of time. Tells how to combat an overactive telephone and the unscheduled visitor who calls to "renew contacts."

Tyler, Frank M.
Try a time budget. Office economist, vol. 42, no. 5, September-October 1960, pp. 10-11.
Stresses point that the ability to budget time is important to success of an individual and makes some suggestions on how to do it.

Uris, Auren.
Easing the pressure of time. Administrative management, vol. 25, no. 6, June 1964, pp. 57-59.
Concludes that "... the secret of time control is minimizing time-wasters and maximizing time-savers." Recommends checking back on one's activities and asking appraising questions about the results of time-saving programs,"interruption-minimizers," and activities such as training, delegation, and planning.

Uris, Auren.
Make your time more productive. Nation's business, vol. 51, no. 4, April 1963, pp. 98, 100+.
Identifies four kinds of activity: payoff, investment, organizational, and wasted time. Presents a simple set of principles which can help an individual review his time and revise present time expenditures in the interest of greater personal effectiveness.

Webster, Eric.
Need more time? Here's where to find it. Supervisory management, vol. 9, no. 1, January 1964, pp. 4-7.
Advice to harried manager includes approaching time problem by means of more organization, delegation, insulation, concentration, and elimination.

Zelko, Harold P.
Managing your time. Supervision, vol. 26, no. 2, February 1964, pp. 10-12.
Offers method of classifying problems according to importance and priority, delegation of responsibility, degree of difficulty, and amount of time required to care for them. Includes eight suggestions on how to conserve time.

DECISION-MAKING AND PROBLEM SOLVING SKILLS

Note: Material listed below is intended for the individual's personal development in decision-making skills. Technical and research studies on decision-making are omitted.

Andler, Edward C.
Do you review decisions made by subordinates? The Office, vol. 63, no. 6, June 1966, pp. 77-79.
"Managers, regardless of their level or function, should be trained and permitted to make decisions pertaining to their area of responsibility.... Decisions should be made as close as possible to the point of action. This must be done for both the well-being of the individual and the organization."

Appley, Lawrence A.
How do I know I am right? Management news, vol. 37, no. 2, February 1964, pp. 1-2.
Brief discussion on importance of timing and consultation in decision-making.

The art of decision making. News front, vol. 7, no. 5, June 1963, pp. 10-13.
Survey of presidents of business corporations on subject of decision-making reveals opinions about growing reluctance to make decisions, responsibility for decision-making, methods, and elements involved.

Barnabas, Bentley.
Coaching a junior toward seniordom. Administrative management, vol. 30, no. 1, January 1969, pp. 57-58.
Pointers for managers who are responsible for teaching junior executives the art of decision-making.

Bennett, Gordon C.
How to recognize facts when you see them. The Office, vol. 66, no. 5, November 1967, pp. 14-15, 156.
The problem solver must develop a critical factfinding attitude and procedure, plus an appreciation of the value of evidence. Suggests standards for testing information for reliability.

Bennett, Gordon C.
The problem solver's work plan. Manage, vol. 20, no. 2, November-December 1967, pp. 37-41.
Analyzes advantages of a clearly defined work plan and presents a work plan format.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Decision-Making and Problem Solving Skills (Cont'd)

Black, James M.
Management and risk-taking; the hazards of playing it safe. Management review, vol. 51, no. 8, August 1962, pp. 4-9.
Points out the need for decision-making ability, competitive executive development, management realism, and leadership. Suggests points to consider in order to prevent complacency: overemphasis on formal management development programs, avoidance of play-it-safe and follow-the-leader policies, the hazards of a semantic shelter, the pitfalls of sameness, and the danger of reluctance to make commitments.

Blake, Robert R. and Jane S. Mouton.
Three stragegies for exercising authority. Personnel administration, vol. 27, no. 4, July-August 1964, pp. 3-5, 18-21.
Considers subject of manager's responsibility and authority, within organizational hierarchy, for problem-solving and decision-making. Lists steps in problem solving and describes ways of thinking about solving managerial problems. These issues may be approached as "one alone," "one-to-one," or "one-to-all." Criteria for selecting the suitable approaches are presented.

Brady, Rodney H.
Computers in top-level decision making. Harvard business review, vol. 45, no. 4, July-August 1967, pp. 67-76.
Examination of the role of the computer in decision making indicates limited impact at the highest level. The author sees the greatest changes occurring at the middle management, advisory level. He identifies five basic steps in the decision-making process, predicts probable applications of the computer at each step, and suggests specific uses at the higher management level.

Broadbent, D. E.
Aspects of human decision-making. Computers and automation, vol. 17, no. 5, May 1968, pp. 30-38.
"Does a man's mind operate like a computer program? When a man tries out a series of rules on his logical problem, the hidden steps which cause him to drop one rule and pick up another might not be the same as those in a computer, even though the actual sequence of observable operations was the same. But given this qualification, there can be little serious doubt that people do tackle problems like computers--by doing things which usually work and then looking to see whether they are nearer an answer." Reprinted from Advancement of Science, vol. 24, no. 119, September 1967.

Brown, David S.
The leader looks at decision-making. Washington, Leadership Resources, Inc., 1961. 15 pp. (Looking into leadership series no. 6).
Highlights the basic factors involved in decision-making, the problems, processes and methods of improvement.

Decision-Making and Problem Solving Skills (Cont'd)

Brown, Ray E.
Judgment in administration. New York, McGraw-Hill, 1966. 225 pp. (McGraw-Hill series in management)
Explores the role and nature of judgment in administration and the pitfalls in making good decisions.

Champion, John M. and Francis J. Bridges.
Critical incidents in management. Homewood, Ill., Richard D. Irwin, Inc., 1963. 292 pp. (Irwin series in management)
Collection of incidents involving managerial decision making, each of which is followed by critiques by noted scholars, and by a reading list.

Cooper, Joseph D.
The art of decision-making. Garden City, New York, Doubleday & Company, Inc., 1961. 394 pp.
"This book is intended to serve two purposes. First, it aims to provide a point of view--an enterprise philosophy and an individual philosophy which should govern decision-making. Second, it is a compendium of techniques for approaching a variety of decision-making situations."
Contents: Part 1, The basic procedures of decision-making; Part 2, The personal skills of decision-making; Part 3, Aids to problem-solving.

Cooper, Joseph D.
Making decisions--and making them stick. Management review, vol. 50, no. 8, August 1961, pp. 44-53.
Article based on a chapter from the author's book, The Art of Decision-Making. Considers the moment of judgment and the follow-through after the decision. Takes up the hesitant decision, the emergency decision, elements of action, program requirements, assignments and schedules, control and evaluation, taking action, timing, trial runs, and building in flexibility.

Crockett, James.
Three ways to improve decision-making. Administrative management, vol. 29, no. 12, December 1968, pp. 71-72.
Explains simulation, operational gaming, and linear programming.

Dailey, Charles A. and Frederick C. Dyer.
How to make decisions about people. West Nyack, N. Y., Parker Publishing Company, Inc., 1966.
Book is intended to stimulate ability to make and test good people decisions, using the Feedback Method, supplemented by the methods of Forced Choices and Personnel Gaming.

Decision-Making and Problem Solving Skills (Cont'd)

Dale, Ernest.
The psychology of decision-making. Think, vol. 34, no. 7, January-February 1969, pp. 32-36.
Characterizes the ideal decision-maker and four other executive types. Illustrates impediments to effective decision-making, reasons for executive indecisiveness, and possible approaches to the problem.

Dreyfack, Raymond.
Cut those problems down to size. Supervisory management, vol. 6, no. 8, August 1961, pp. 2-8.
Suggests six steps in tackling a problem: face facts, analyze the problem, anticipate it, enlist employees' help, put it in writing and do it now.

Dreyfack, Raymond.
Too many cooks spoil the profit. Nation's business, vol. 56, no. 8, August 1968, pp. 66-68, 70.
Presents five guidelines for effective group decision-making, and provides illustrations of these rules based on company experiences.

Dreyfack, Raymond.
Use that sixth sense--instinct. Nation's business, vol. 54, no. 12, December 1966, pp. 80-82, 85-86.
Six guidelines to aid in drawing a practical balance for weighing facts vs. instinct in decision making are: keep instinct in its proper perspective, don't over-rely on facts, evaluate risks involved, know when and how to use instinct, know when to distrust instinct and when to distrust facts.

Drucker, Peter F.
The effective decision. Harvard business review, vol. 45, no. 1, January-February 1967, pp. 92-98.
Describes the sequence of steps involved in the decision-making process of the effective executive.
Article derived from a chapter in the author's forthcoming book, The Effective Executive (Harper & Row, publishers).

Eckel, Malcolm W.
The ethics of decision-making. New York, Morehouse-Barlow Co., 1968. 2 v.
Twelve case studies in decision making based on actual experiences real people have had, each of which poses a conflict in value judgments for which there is no obvious resolution. The solutions of a diversified group to whom the problems were posed are analyzed according to various characteristics of the respondents.

Decision-Making and Problem Solving Skills (Cont'd)

Ehrle, Raymond A.
Decision-making in an automated age. Personnel journal, vol. 42, no. 10, November 1963, pp. 492-494.
Discusses decision-making and its automatic aids, noting simulation method and usefulness of probability theory in cases not involving value judgments.

Emory, William and Powell Niland.
Making management decisions. Boston, Mass., Houghton Mifflin Co., 1968. 306 pp.
Presents a general approach or model for making business decisions and explains basic mathematical techniques useful in doing so.

Etzioni, Amitai.
Mixed-scanning: a "third" approach to decision-making. Public administration review, vol. 27, no. 5, December 1967, pp. 385-392.
Approaches to decision-making are often divided into rationalistic models which assume a high degree of control and incrementalistic models which are sometimes referred to as "muddling through." Mixed-scanning attempts to combine the best of both.

Fergason, Guy.
The decision button. Best's insurance news, vol. 64, no. 10, February 1964, pp. 32, 34-35.
Six reasons why executives hesitate to make decisions.

Fergason, Guy.
Decisions come hard. Best's insurance news, vol. 66, no. 3, July 1965, pp. 28, 30, 31.
Explores the ramifications and possible dark alleys of decision making, which the author admits, can be extremely difficult. Proffers advice to the reader concerning the facts and personal motives in each situation requiring a decision.

Fergason, Guy.
Fortitude for decision making. Best's insurance news, vol. 62, no. 11, March 1962, pp. 38, 40-41, 46-47.
Describes incidents which feature decision making or the lack of it. Examples of right, wrong, or no decisions are included.

Fergason, Guy.
When to say yes. Best's insurance news, vol. 26, no. 12, April 1962, pp. 41, 46-47.
Warns against making decisions without the benefit of comparisons, standards, or objectives but states that management depends upon judgment rather than upon statistics alone. Offers some guidelines for, and examples of, affirmative answers.

Decision-Making and Problem Solving Skills (Cont'd)

Froman, Robert.
Prevent short circuits when you talk. Nation's business, vol. 51, no. 1, January 1963, pp. 88-89, 92.
Presents an aspect of communications which decision makers should be aware of, that of hasty reactions. Four methods of improving the habit of delaying responses in order to obtain better results are recommended by Dr. William V. Haney of Northwestern University's Graduate School of Business Administration.

Froman, Robert.
Sharpen your logic. Nation's business, vol. 49, no. 2, February 1961, pp. 78-80, 82.
Comments on the most common errors which occur in logic and discusses how a knowledge of these dangers can improve decision-making.

Fulcher, Gordon S.
Common sense decision-making. Evanston, Ill., Northwestern University Press, 1965. 76 pp.
Explains procedures helpful in making sound decisions and in checking tentative decisions for possible errors. Appendix D: "Some books on thinking and decision-making."

Gore, William J., and J. W. Dyson.
The making of decisions: a reader in administrative behavior. New York, The Free Press of Glencoe, 1964. 440 pp.
Compilation of articles dealing with decision making in formal and informal organizations. Four areas are included: perspectives toward the decision-making process, decision-making strategies, organizational variables influencing the process, and functions of the process. Among the contributors are: Martin Shubik, Bruno Leoni, Herbert A. Simon, George C. Homans, W. R. Dill, and J. G. March.

Guerry, Alex, Jr.
A guide to decision-making. Dun's review, vol. 90, no. 5, November 1967, pp. 53, 87-88.
The president of Chattem Drug and Chemical Company evaluates his decision-making success through use of an A-F box score and reports that decisions rated A or B will keep a company operating satisfactorily. General comments on decision-making techniques.

Heilbroner, Robert L.
How to make an intelligent decision. Think, vol. 26, no. 12, December 1960, pp. 2-4.
A few guidelines which aid the decision process include: marshalling the facts, consulting your feelings, timing, following through, flexibility, and realizing that in making big decisions we must be prepared to feel a sense of loss as well as gain.

Decision-Making and Problem Solving Skills (Cont'd)

Holland, Howard K.
Decision-making and personality. Personnel administration, vol. 31, no. 3, May-June 1968, pp. 24-29.
Paper addressed to the problem of mistakes in decision-making due to personality and interpersonal factors. Cites four personality factors which invite error in decision-making and offers suggestions for their correction.

Hyslop, Robert.
The anatomy of decisions. Public administration (Australia), vol. 24, no. 2, June 1965, pp. 182-186.
Guides for young administrators in making decisions and comments on the place of computers in the process.

Johnson, Rossall J.
Executive decisions: human element factors, management functions, social responsibility. Cincinnati, Ohio, South-Western Publishing Company, 1963. 412 pp.
Cases about a variety of decisions faced by top executives.

Kepner, Charles H.
Man the decision maker in the changing climate of leadership. Canadian personnel and industrial relations journal, vol. 15, no. 1, January 1968, pp. 18-22.
Identifies decision-making as a basic leadership skill and suggests four steps to develop decision-making talent.

Kepner, Charles H. and Benjamin B. Tregoe.
The rational manager; a systematic approach to problem solving and decision making, edited by Perrin Stryker. New York, McGraw-Hill, 1965. 275 pp.
Because managers tend to solve problems and make decisions in a haphazard, inefficient, and costly fashion, this book has been written to demonstrate the rationale possible in these two functions. Diagrams are included that show the systematic approach to problems and the decisions necessary to solve them. Case histories illustrate. Annotated bibliography.

Levinson, Harry.
Turning tame ones into tigers. Think, vol. 33, no. 3, May-June 1967, pp. 24-28.
Many organizations have managers who are reluctant to make decisions and assume responsibility. Possible reasons, both personal and organizational, for this stance are cited and methods recommended to senior executives for alleviating the situation.

Decision-Making and Problem Solving Skills (Cont'd)

Levenstein, Aaron.
Use your head; the new science of personal problem-solving. New York, The Macmillan Company, 1965. 270 pp.
With 21 years behind him at the Research Institute of America, the author learned much about problem-solving. Feeling that problems can be solved by the use of scientific methods, he has here set forth his theories and methods, using the case history to illustrate. The appendix consists of problem solving questions; a bibliography is also included.

Levy, Charles S.
Decisions! Decisions! Adult leadership, vol. 11, no. 1, May 1962, pp. 10-12, 26.
Describes satisfactory and adequate decisions in terms of the decision-makers' actions and feelings.

Maier, Norman R. F.
Improving management decisions. Management of personnel quarterly, vol. 2, no. 4, Winter 1964, pp. 9-13.
In addition to the quality of decisions, the importance of their acceptance must also be considered. These ingredients are studied in relation to group decisions and to discussion skills which in turn improve quality of decisions.

Maier, Norman R. F.
Maximizing personal creativity through better problem solving. Personnel administration, vol. 27, no. 1, January-February 1964, pp. 14-18.
Characterizes effective solutions as having quality and acceptance, and presents principles designed to enhance a person's effectiveness in making better decisions.

Mason, Joseph G.
How to be of two minds. Nation's business, vol. 56, no. 10, October 1966, pp. 94-97.
Asserts that creative thinking and decision-making are two distinct ways of thinking, but both must be brought into play during the problem-solving process. Advises, therefore, application of a "stop and go" technique: first,creative thinking, then critical evaluation of ideas, in five problem-solving areas.

Mason, Joseph G.
Let others solve your problems. Nation's business, vol. 51, no. 6, June 1963, pp. 94-96.
Classifies basic executive problems as probably "something old, something new, something borrowed and something blue," and suggests how the executive might choose the right approach to solutions.

Decision-Making and Problem Solving Skills (Cont'd)

Mason, Joseph G.
New way to improve your decisions. Nation's business, vol. 52, no. 6, June 1964, pp. 58-60, 61.
Presents steps involved in making statistical decisions, and explains how to assign numerical values to factors, how to manipulate factors to determine relationships or patterns, and how to apply the technique to managerial decision-making, for example, the problem of selecting a new employee.

Mason, Joseph G.
You can get better facts. Nation's business, vol. 56, no. 6, June 1968, pp. 96-97.
How to gather information for effective decision-making.

Medlin, John.
Individual responsibility vs. group decisions: an analysis. Administrative management, vol. 28, no. 1, January 1967, pp. 24, 27-28, 30.
Decisions in a complex organization seem to require committee action. Author evaluates this decision-making approach in terms of improved communications, and sense of responsibility. He calls for a clearer definition of the terms "committee," "group thinking," and "individual decision."

Miller, J. James.
Unsolved issues in decisions making. NOMA Management bulletins, vol. 4, no. 4, October 1963, pp. 1-8.
Consideration of implication that decision-making should and could be reduced to measurable form. Examines issues related to this question and concludes that decision-making is a matter for subjective rather than objective evaluation.

Moore, David G.
What decision-makers need. Nation's business, vol. 48, no. 11, November 1960, pp. 92-95.
Indicates some reasons why executive decision-making is often an imprecise, ambiguous, and essentially nonrational affair.

Morell, R. W.
Managerial decision-making; a logical approach. Milwaukee, Bruce Publishing Company, 1960. 201 pp.
The first ten chapters investigate "the relevant contribution of logical method to the intellectual activity of decision-making." The final sections provide a series of case studies intended to give practice in developing a logical method of thinking in real life situations.

Decision-Making and Problem Solving Skills (Cont'd)

Murphy, Raymond J.
How to be a logical thinker. New York, Citadel Press, 1965. 252 pp.
How to recognize your problem, organize your thinking and apply it to making decisions.

Nation's Business.
How to make better decisions. Washington, 1966. 24 pp.
Seven useful articles by leading contributors such as Joseph Mason, Nathaniel Stewart, Norman R. F. Maier and Howard R. Dressner provide suggestions for putting a value on factors involved, basing the decision on right information (citing pitfalls of wrong information), fitting your decision to specific needs and cutting risks by avoiding common errors in judgment.

Nation's Business.
How to think decisively. Washington, n.d. 16 pp.
Contents: When to make a decision; Stamp out failure thinking; "Group think" can paralyze decision; It's your decision--now "sell" it!

New findings will improve your decisions. Nation's business, vol. 51, no. 3, March 1963, pp. 58-60+
Quotes research authorities on the uses of behavioral science information to permit better decision-making, encourage creativity and innovation, select and develop managers, and stimulate motivation.

Nigro, Felix A.
The executive as a decision maker. Modern government, vol. 7, no. 4, July-August 1966, pp. 61, 63-64, 69-70.
A look at his decisions may start the executive on a process of self-analysis. Comments on the role of one's own experience in the decision-making process, the experience of others, the relationship of facts, the problem of bad advice, and risk-taking.

Odiorne, George S.
Management decisions by objectives. Englewood Cliffs, N.J., Prentice-Hall, Inc., 1969. 252 pp.
Aims to help the manager improve his decision-making ability through explaining how to define a problem in a very **specific** form, by making him aware that a commitment to an objective is a commitment to change, by using analytical tools to get facts and goals into a model for decision, by explaining how to screen options, and by suggestions for transferring decisions into action. Author claims to combine the best feature of many theories of decision-making.

Decision-Making and Problem Solving Skills (Cont'd)

Paine, Frank T.
Problem solving of effective managers. Training and development journal, vol. 21, no. 7, July 1967, pp. 43-44, 46-49.
Considers the stages in managerial problem solving, blocks to effectiveness and ways of overcoming them. Summarizes problem-solving conditions which effective managers can set up.

Payne, Phil.
Problem solving--opportunity for advancement. Manage, vol. 21, no. 9, August 1969, pp. 18-21.

Perrone, S. M.
Understanding the decision process. Administrative management, vol. 29, no. 5, May 1968, pp. 88-92.
Reviews viewpoints of a number of experts on how different kinds of decisions are made and some of the new computerized or quantitative approaches to the making of the complex decision.

Peterson, Robert L.
How to solve a problem. Air University review, vol. 20, no. 3, March-April 1969, pp. 49-56.
Facetious description of the committee as a problem-solving vehicle.

Pomeroy, Leslie K., Jr.
A formula for making decisions. The Office, vol. 64, no. 6, December 1966, pp. 65-68.
The wise manager insures that his decisions are based on both experience and analysis. Author illustrates the use of Thomas Bayes' formula as an example of a method of combining the judgment of the manager with the work of his staff specialists.

Porter, George W.
Decision-making--a necessary process. Training directors journal, vol. 17, no. 5, May 1963, pp. 20-25.
Examines decision-making process and reduces its pattern to four steps: definition, evaluation, solution and implementation. Notes some difficulties but concludes that the process can be learned and improved.

Raudsepp, Eugene.
Can you trust your hunches? Management review, vol. 49, no. 4, April 1960, pp. 4-9, 73-76.
Presents the case for intelligent use of intuition in executive decision-making. Discusses intuition and how it works and points out the pitfalls in a purely scientific or objective approach to decision-making.

Decision-Making and Problem Solving Skills (Cont'd)

Ritchie, William E.
Problem-solving: simple methods are often best. (Action idea). Business management, vol. 33, no. 2, November 1967, pp. 77-80.
The manager today must properly identify problems, then select solutions most appropriate for the company at this time, rejecting arbitrarily neither the old nor the new. In arriving at solutions, a manager should consider the fundamental structure of his company, its level of sophistication and available resources, the effectiveness of existing procedures and the urgency of the problem.

Schuler, Stanley.
Think things through. Nation's business, vol. 51, no. 8, August 1963, pp. 86-88.
A psychologist and a sociologist tell how to avoid mistakes in making decisions and solving problems.

Sharp, Harold S.
When the decision is yours! Trained men, vol. 44, no. 3, 1964, pp. 4-6.
Describes seven basic principles of good decision-making.

Stewart, Nathaniel.
Boost your problem-solving power. Nation's business, vol. 52, no. 5, May 1964, pp. 122-124, 126.
Four steps to problem-solving are: assess situation, be well informed, seek out good advice, and consider alternatives.

Stewart, Nathaniel.
Listen to the right people. Nation's business, vol. 51, no. 1, January 1963, pp. 60-63.
Offers four guidelines to the manager who wishes to make effective decisions based on useful information.

Stranahan, James.
Decisions, decisions, decisions. Trained men, vol.41, no. 1, 1961, pp. 3-7.
Explores forms of decision making and factors in identifying problems. Considers symptoms of problems, collecting facts and follow-up.

Stryker, Perrin.
Can you analyze this problem? A management exercise... Harvard business review, vol. 43, no. 3, May-June 1965, pp. 73-78; no. 4, July-August 1965, pp. 99-110.
This two-part article challenges the reader to test his own reasoning powers against the problems presented in this case history. Part I describes the problem; part II presents the solutions and the Kepner-Tregoe concepts and procedures for problem analysis.

Decision-Making and Problem Solving Skills (Cont'd)

Stryker, Perrin.
How an executive makes up his mind. Fortune, vol. 61, no. 4, April 1960, pp. 151-153, 291-292, 294, 296.
Series of memoranda between a company president and his new assistant which demonstrate how the quality of decisiveness enters into decision-making.
Shortened version of a chapter from The Men From The Boys by the same author.

Swearingen, John E.
On "decision making." Advanced management journal, vol. 32, no. 2, April 1967, pp. 7-13.
Author comments on the executive decision-making process and warns that there is no easy approach to this management function. Also speculates on the value of modern information systems which provide data for decision making.

Test your judgment. Nation's business, vol. 50, no. 1, January 1962, pp. 66-69.
Stresses the importance of distinguishing between fact and opinion and explains that decisions are inferences about the meaning of observations. Accompanying statements and stories comprise a test of ability to spot facts.

Uris, Auren.
Decisions; you'll do better if you understand the process. Factory, vol. 118, no. 6, June 1960, pp. 112-115.
Identifies five major factors in decision making, and reviews them one by one to determine how the individual can upgrade his decision making approach.

Valentine, Raymond F.
Problem-solving doesn't have to be a problem. Supervisory management, vol. 10, no. 2, February 1965, pp. 4-8; no. 3, March 1965, pp. 23-26.
Presents basic features of a proven approach to problem solving: know what the problem really is: divide it into manageable portions; decide on a definite study plan for collection and analysis of data, but leave room for flexibility. Describes several tested methods of improving problem-solving performance.

Valiente, Felino J.
A guide to decision-making. Advanced management journal, vol. 30, no. 2, April 1965, pp. 74-81.
Presents a guideline to decision-making through a case study involving an actual situation. Steps include: defining the problem, obtaining and analyzing pertinent information or data, projecting into the future, determining and evaluating alternatives, and making the decision.

Decision-Making and Problem Solving Skills (Cont'd)

Vickers, Sir Geoffrey.
The art of judgment; a study of policy making. New York, Basic Books, Inc., Publishers, 1965. 242 pp.
Analysis of policy making, including: (1) Policy making as a mental skill; (2) Policy making as an institutional process; (3) Policy making in the context of the decision situation; (4) Policy making within the human-ecological system. The author shows how the process rests on value judgments.

Walton, Clarence C.
Ethos and the executive; values in managerial decision making. Englewood Cliffs, N.J., Prentice-Hall, 1969. 267 pp.
Assesses the relationships of the individual, both organizational and inter-organizational, from the perspectives of personal and institutional values. Pricing, wage policies, and advertising are among specific problems examined.

Washburne, Norman E.
Match decisions to your problems. Nation's business, vol. 52, no. 10, October 1964, pp. 82, 86, 88.
Describes four different kinds of decision-making situations and emphasizes need for finding the right combination of qualified decisionmaker and the proper technique. These four kinds of decision situations are: puzzles, risks, strategies, and aesthetic and moral problems.

Wells, D. F.
To solve a problem--change the problem. Supervisory management, vol. 11, no. 10, October 1966, pp. 4-7.
Advocates reversing the problem as a possible method of solving it.

Whiteside, Lynn W.
Six steps to smarter decisions. Supervisory management, vol. 12, no. 4, April 1967, pp. 4-7.
Author defines the problems facing a manager in the decision-making process and outlines six steps that will facilitate this managerial function. He advises the manager to follow-up on all decisions with detailed communications to those involved.

COMMUNICATIONS SKILLS--GENERAL

American Management Association,
Effective communication on the job; a guide for supervisors and executives. Rev. ed. New York, 1963. 304 pp.
This new edition of an old favorite includes contributions on written communication although it still deals largely with spoken communication.

American Management Association,
How to say what you mean. New York, 1966. 44 pp.
A programmed text on communication skills, specifically language usage.

Anastasi, Thomas E., Jr.
Face-to-face communication. Cambridge, Mass., Management Center of Cambridge, 1967. 199 pp.
The author divides his subject into three parts. The first is concerned with the problem of listening; the second with interviewing (selection, appraisal and exit); and the third with the purposes and techniques of counseling.

Anastasi, Thomas E., Jr.
Ten fallacies of communication. Civil service journal, vol. 10, no. 1, July-September 1969, pp. 24-27.
Effective communication is more than memorizing the hows and whys of sending and receiving messages. Anastasi proposes that we often mistake learning the technique for the ability to get our ideas and feelings across. He reviews ten common fallacies in organizational communication.

Anderson, John.
What's blocking upward communications? Personnel administration, vol. 31, no. 1, January-February 1969, pp. 5-7, 19-20.
Analyzes factors which may inhibit upward communications and lists those which are in the control of management at some level.

Andolsek, L. J.
Stop ... speak ... & listen. Civil service journal, vol. 5, no. 1, July-September 1964, pp. 2-5.
Reviews some communication problems in the Federal service and offers "some candid comments on why we have them, some down-to-earth views on how they hurt us, and some commonsense suggestions on how we can solve them."

Arnold, John D.
Six guides to help you "get across." Management methods, vol. 19, no. 6, March 1961, pp. 55-57, 87-89.
Guides discussed are: think before you talk; consider the listener; "test run" important messages; use focus words; make communications two ways; and encourage repeated contact if necessary.

Prepared by: The Library, U. S. Civil Service Commission. 1970

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Communications Skills--General (Cont'd)

Aurner, Robert R. and Morris P. Wolf.
Effective communication in business, with management emphasis. 5th ed. Cincinnati, Ohio, South-Western Pub. Co., 1967. 644 pp.
Guidelines for improving oral and written communication. Covers dictating skills, applications for employment, and oral and written reports.

Bach, Robert O.
Communication: the art of understanding and being understood. New York, Hastings House, Communication Arts Books, 1963. 140 pp.
Authorities in their respective fields discuss communication in various forms -- verbal, written and pictorial.
A report on the Seventh Communications Conference of the Art Directors Club of New York.

Bassett, Glenn A.
The new face of communication. New York, American Management Association, 1968. 204 pp.
"...focuses on the impact of twentieth century technology on communication and the attendant problems of obtaining, interpreting and processing information." Discusses elements of communication, man/manager communication and the organization as communicator, including the role of the team, committee and task force.

Batten, J. D.
Stop being nice. Business management, vol. 23, no. 3, December 1962, pp. 34-35, 68.
Advises abandoning the fine qualities of tact and diplomacy when they prevent direct communication needed to correct problems. Presents six rules for favorable use of candor and provides some examples of difficulties solved by a candid exchánge of information.

Batten, J. D. and James V. McMahon.
Communications which communicate. Personnel journal, vol. 45, no. 7, July-August 1966, pp. 424-26, 430.
Thirteen basics for clear communications between management and staff.

Berlo, David K.
The process of communication; an introduction to theory and practice. New York, Holt, Rinehart and Winston, 1960. 318 pp.
The behavioral approach to communication, factors involved, language, and interpersonal relationships and reactions.

Bormann, Ernest G. and others.
Interpersonal communication in the modern organization. Englewood Cliffs, N.J., Prentice-Hall, 1969. 315 pp.
Emphasizes four areas: the organization and small work groups, interpersonal barriers to communication, listening, and persuasion. Considers verbal and non-verbal elements.

Communications Skills--General (Cont'd)

Boettinger, Henry M.
The art and craft of moving executive mountains. Business management, vol. 36, no. 4, July 1969, pp. 22-25, 39-44, 46-47.
Pointers on how to put across an idea. Recommends communicating the idea in this sequence: statement of problem, development of its aspects, and resolution. Suggests 13 techniques for problem statement.

Braden, Frank W. and John T. Trutter.
Why communication goes haywire. Supervisory management, vol. 12, no. 1, January 1967, pp. 9-12.
Analyzes four barriers to effective communication and steps supervisors may take in eliminating them. Concludes that effective communication requires an effort by both the speaker and the listener.

Braden, Frank W. and John T. Trutter.
Why supervisors don't communicate. Supervisory management, vol. 8, no. 2, February 1963, pp. 9-12.
States that four reasons why supervisors fail to understand each other are (1) distortion, (2) using inferences as facts, (3) "know-it-allness", and (4) confusion in meanings of words.

Breth, Robert D.
Dynamic management communicat on. Reading, Mass., Addison-Wesley Publ. Co, 1969. 217 p.
Supplies a framework of basic communications principles on which an understanding of the entire communication process can be based. Tells how to analyze and evaluate a communications problem and how to select the media to solve it. Chapters on direct personal contact, conferences, group meetings, red tape communications, and "the company media spectrum" (personal, visual, aural, visual-aural).

Brown, Leland.
Communicating facts and ideas in business. Englewood Cliffs, N.J., Prentice-Hall, 1961. 388 pp.
General integrated type of textbook on communication, based on relationship of creative, logical, and critical thinking to the problem-solving nature of business communication. Tells how to gather facts for making sound decisions, how to think creatively, organize logically, write understandable and stimulating messages.

Campbell, James H. and Hal W. Hepler.
Dimensions in communication; readings. Belmont, Calif., Wadsworth, Pub. Co., 1965. 230 pp.
Readings divided into four sections: conceptual frames, persuasion, language, and writing. All are directed toward an understanding of communication goals and techniques.

Communication Skills--General (Cont'd)

Compton, Henry P. and William Bennett.
Communication in supervisory management. London, Thomas Nelson (Printers) Ltd., 1967. 116 pp.
Contents: How we communicate; Taking in information; Preparing the message; Sentences, paragraphs, and note form; Memoranda and letters; Other business writing; Effective speech; Talking to people; Meetings; Organization of communication; External communication; How to take examinations.

Conboy, William A.
Communication in human relations. AMS professional management bulletins, vol. 7, no. 9, February 1967, pp. 1-10.
Attempts to define communication and suggests that problems in communication arise because language is arbitrary and meaning is arrived at by convention. Suggests that effective communication involves not only two parties but the reception as well as transmission of meanings.

Conforti, Mario.
Reasoning and feelings in communication. Suggestion systems quarterly, vol. 4, no. 4, Winter 1968, pp. 8-9, 24-25.
Asserts that good communication hinges on good interpersonal relationships, proper attitudes between individuals, and mutual consideration of ego needs.

Connelly, J. Campbell.
A manager's guide to speaking and listening; the integrated approach. New York, American Management Association, 1967. 125 pp.
An integrated guide to speaking, listening, observing, remembering. One section on conference leadership.

Cort, Robert P.
Communicating with employees. Waterford, Conn., National Foremen's Institute, 1963. 148 pp. (Complete management library, vol. 17)
Considers communication media, need for communicating both up and down, and basic principles. Also discusses communication about specific subjects such as preparing for change, employee benefits, etc.

Cort, Robert P.
Explaining a new idea to a subordinate. Supervisory management, vol. 7, no. 6, June 1962, pp. 22-24.
Tells how to organize and present an idea to subordinate, how to guage the presentation to different levels of ability, and how to determine if the communication has been understood.

Communication Skills--General (Cont'd)

Dawe, Jessamon and William J. Lord, Jr.
Functional business communication. Englewood Cliffs, N.J., Prentice-Hall, 1968. 646 pp.
Contents: pt. 1, Behavioral treatment of human-relations message: Image-building, the public relations function of letters; Scientifically imparting information; Persuading toward predetermined action; The art of refusing; pt. 2: Decision-making business reports.

Dean, Howard H. and Kenneth D. Bryson.
Effective communication; a guide to reading, writing, speaking and listening...2d ed. Englewood Cliffs, N.J., Prentice-Hall, 1961. 560 pp.
Contains material on selecting and organizing, words and meaning, grammar, editing, use of library, etc.

DeMare, George.
Communicating for leadership; a guide for executives. New York, Ronald Press Co., 1968. 283 pp.
Attempts to include in a single book a comprehensive view of the essentials of communicating--as individuals, as groups, as publics, as masses. Tells how to choose the level and form, how to reach various publics, etc.

Dorman, Robert W.
Tighter, tougher, quicker, smarter. Advanced management journal, vol. 32, no. 4, October 1967, pp. 38-42.
Presents thoughts on attitude, the factor underlying any change in a manager's performance. Demonstrates how important it is in communications and maintains that it can be created and controlled by directing one's thoughts to the purpose of a discussion and to communicating them effectively to the listener.

Dover, C. J.
Management communication on controversial issues. Washington, Bureau of National Affairs, Inc., 1965. 310 pp.
"The lesson for management is plain: Learn how to communicate effectively on controversial issues; find the courage to do it; the sad alternative is to cease to exist as a constructive influence in a free society." Author terms "the zone of management silence" as controversial subjects about which managers are usually not forthright in communicating to employees and to the public, especially in the areas of employee-management relations (unions, automation, pay, legislation, profit, etc.). Two case histories are presented on management communication in strikes.

Dyer, Frederick C.
Executive's guide to effective speaking and writing. Englewood Cliffs, N.J., Prentice-Hall, Inc., 1962. 240 pp.
Includes sections on organizing presentations, reports, studies, etc., speeding up the creative process, using participative techniques, using humor effectively, and speaking and reading at the same time.

Communication Skills--General (Cont'd)

Feinberg, Mortimer.
The gentle art of executive persuasion. Dun's review and modern industry, vol. 86, no. 6, December 1965, pp. 41-47.
Tells how to motivate others to accomplish your goals, divulges the principles of persuasion to be used after a consideration of needs: yours, the individual's and the company's.
From the author's book, Effect Psychology for Managers (Prentice-Hall, 1965).

Fenn, Margaret, and George Head.
Upward communication: the subordinate's viewpoint. California management review, vol. 7, no. 4, Summer 1965, pp. 75-80.
"Whatever the established means of formal upward communication within an organization, the subordinate's most effective means of goal satisfaction through communication are in direct, personal, informal contact."
Presents four sources for communicating upward and four goals of subordinate in doing it. Discusses control of communication by subordinate and his opportunities for exercising it. Bibliography.

Flesch, Rudolf.
How to write, speak, and think moreeffectively. New York, Harper & Brothers, 1960. 362 pp.
Extractions of ideas and chapters from previous books and articles combined to present an organized method to improve the three main mental processes, writing, speaking, and thinking.

Flinders, Neil J.
Personal communication; how to understand and be understood. Salt Lake City, Utah, Deseret Book Company, 1966. 103 pp.
Only part one is relevant to business and industry. In layman's terms, it considers topics such as distortion, reduction, and addition as barriers to communication and attention, whereas, interest and understanding are considered freeways.

Ford, Louis.
The heart of thought transplants. The Office, vol. 70, no. 3, September 1969, pp. 15-18, 22, 25.
Offers "a prescription to management for opening and maintaining the arteries of communications." Suggestions for improving the quality of communications are presented.

Garn, Roy.
The magic power of emotional appeal. Englewood Cliffs, N.J., Prentice-Hall, Inc., 1960. 261 pp.
"Emotional appeal is your ability to motivate and make others want to listen." Author tells how to develop and use this power advantageously.

Communication Skills--General (Cont'd)

Gellerman, Saul.
Communication: words aren't everything. Supervisory management, vol. 8, no. 12, December 1963, pp. 12-13.
Discusses subtle forms of communication which are often not spoken but are conveyed by facial and vocal expression or by attitudes.

Gerfen, Richard C.
"But that isn't what I meant!" Part 1. Supervisory management, vol. 8, no. 8, August 1963, pp. 4-7. Part 2: Words and the trouble they can get us into. Supervisory management, vol. 8, no. 9, September 1963, pp. 30-32.
Points out that the communicator should be alert to the fact that good communication depends on the skills, attitudes, knowledge, background and environment of both communicator and receiver.
Part two cites a few examples of trouble that can come from a manager's imprecision with words.

Goetzinger, Charles and Milton Valentine.
Improving executive communication. Washington, American Society for Public Administration, 1964. 2 pp. (Public administration news, Management forum, vol. 14, no. 4, section 2, November 1964)
Discusses fundamental problems, isolation and order-giving, that an executive must cope with, and describes other difficulties in personal communications.

Goetzinger, Charles and Milton Valentine.
Problems in executive interpersonal communication. Personnel administration, vol. 27, no. 2, March-April 1964, pp. 24-29.
Suggests some of the problems facing executives as they make decisions, implement old ideas and create new ones, as they engage in such communication activities as receiving, analyzing, evaluating, and synthesizing as well as transmitting information.

Green, Gerald G.
The art of communicating. Manage, vol. 20, no. 4, February 1968, pp. 34-38.
Defines communication, identifies factors contributing to poor communication and lists remedies.

Guerin, Quentin W.
How to cut back the office grapevine. The Office, vol. 54, no. 1, July 1961, pp. 73-77.
Suggests six methods of pruning the grapevine: listen, be in-the-know, utilize the cliques, follow-up, don't pass the buck, and explain why.

Communication Skills--General (Cont'd)

Hall, Robert S.
You can make the boss listen. Nation's business, vol. 48, no. 4, April 1960, pp. 60-62, 64.
Ability to sell an idea to top management is a critical skill for the up-and-coming executive. Discusses seven ingredients which executives who have developed their powers of persuasion mention as being components of the technique.

Haney, William V.
Communication and organizational behavior; text and cases. Rev. ed. Homewood, Ill, Richard D. Irwin, Inc., 1967. 533 pp.
Considers the behavioral basis of communication and patterns of miscommunication. Contains a comprehensive bibliography.

Harvard Business Review.
How successful executives handle people; twelve studies of communications and management skills. Boston, Harvard University, School of Business Administration, 1951-65. 148 pp.
A collection of articles from the Harvard Business Review.
Partial contents: Clear communications for chief executives, by Robert N. McMurry; Listening to people, by Ralph G. Nichols and Leonard A. Stevens; Barriers and gateways to communication, by Carl R. Rogers and F. J. Roethlisberher.

Hayakawa, S.I.
Language in thought and action. 2d ed. New York, Harcourt, Brace and World, Inc., 1964. 350 pp.
New edition of a scholarly examination of semantics, "...the study of human interaction through communication." New material on applications has been included, and revisions have been made to recognize new writings and developments in this field.

Haydon, Glen E.
Don't stand there talking...communicate! Supervision, vol. 30, no. 1, January 1968, pp. 19-21.
Answers questions as to why and how people communicate and suggests that good person-to-person rapport involves perceiving the other person's point of view.

Hershey, Robert.
Keeping the grapevine under control. Supervisory management, vol. 11, no. 4, April 1966, pp. 11-14.
Places most blame for company rumors among employees on a faulty communication system. Offers several methods of control.

Communication Skills--General (Cont'd)

Heyel, Carl.
How to communicate better with workers; the open door to employee cooperation. Concordville, Pa., Clemprint, Inc., 1967. 472 pp.
Sections on the basis of successful management-employee communication; communication target areas; and programs, media and techniques to obtain zestful employee cooperation.

How to communicate ideas.
Montclair, N. J., The Economics Press, Inc., n. d. 20 pp.
Four-point formula adaptable to any form of communication, written or oral. Principles are discussed under the following headings: (1) Ho hum! (2) Why bring that up? (3) For instance! (4) So what?

How to keep people from bothering you. Management methods, vol. 17, no. 5, February 1960, pp. 64-68.
Eight ways to create an invisible shield which will keep others from communicating with you are: interrupt, create diversions, be a name caller, challenge speaker's integrity, contradict, change the subject, laugh it off, brush off the communicator.

Jenkins, Russell L.
How to avoid four failures when you talk to workers. Business management, vol. 21, no. 5, February 1962, pp. 52-53, 55.
Suggestions on how to combat four danger areas in employee communications; failure to see other person's point of view, failure to size up others correctly, failure to show appreciation or give credit, and failure to listen correctly.

Koprowski, Eugene.
Let's communicate. Personnel administrator, vol. 13, no. 6, November-December 1968, pp. 40, 41-45.
The personnel administrator must consider the total milieu of communications, both the human and organizational aspects. Includes a table showing traditional and alternate models of communication, and another suggesting areas for communications research.

Leadership Resources, Inc.
Communicating within the organization, by Leslie This. Washington, 1966. 27 pp. (Management series no. 2)
Points out that most managers tend to consider only the formal communication system. Stresses importance of other types of communication; work-relationships systems, informal systems, external systems and the grapevine. "...effective communication is earned and won through expenditure of effort--there is no easy road."

Levinson, Robert E.
How to get through to people. Nation's business, vol. 54, no. 11, November 1966, pp. 92, 94 +.
Five tested techniques to improve a manager's communications.

Communication Skills--General (Cont'd)

Lewis, Bernard T. and William W. Pearson.
Management guide to effective communication in business. New York, John F. Rider Publisher, Inc., 1961. 57 pp.
Presents some basic ideas and techniques to make oral and written communication more effective tools in the field of individual management practice.

Lindh, A. W.
Plain talk about communicating in business. Business management, vol.26, no. 1, April 1964, pp. 91-95.
Discusses findings of two-year study which revealed that, although interest in improvement of communications is high, not much real progress has been made. Describes clues to failure and concludes that communications problems are actually human problems. Offers new approach consisting of seven assumptions, and notes need for voluntary participation "...and an honest 'leveling' by management and employees as to their feelings, attitudes and motivations."

Lippitt, Gordon L.
Quest for dialogue. 1966 Rufus Jones Lecture. Philadelphia, Pa., Friends General Conference, Religious Education Committee, 1966. 46 pp.
Explores the many factors involved in the quest for dialogue and examines what each individual can do to improve his understanding and communications. Booklet contains a study guide and a selected bibliography.

Logan, Harlan and Lawrence G. Blochman.
Are you misunderstood? ... Many of your personal problems may be communication problems. New York, Wilfred Funk, 1965. 211 pp.
Person-to-person communication and how to improve it, vocabulary tests, and recommended reading.

Long, S. Ray.
Upper- and middle-management's role in communication. AMS management bulletins (management skills), vol. 5, no. 8, February 1965, pp. 17-22.
"The role of upper and middle management in communications is one of leading and of setting an example. It is a role of controlling the grapevine, of establishing an effective management information system, of facing the communication problem squarely and courageously, and of establishing a realistic communication policy. This role demands courage, patience, and understanding."

McLaughlin, Ted. J., Lawrence P. Blum, and David M. Robinson.
Cases and projects in communication. Columbus, Ohio, Charles E. Merrill, 1965. 117 pp.
Person-to-person and group communication applications, oral and written.

Communication Skills--General (Cont'd)

McLaughlin, Ted J., Lawrence P. Blum and David M. Robinson.
Communication. Columbus, Ohio, Charles E. Merrill Books, Inc., 1964, 499 pp.

Emphasizes the unity of communication elements within a diversity of forms. Considers how man uses communication to satisfy his basic psychological needs, explains need for proficiency in person-to-person communications in both speaking and writing, and discusses special management problems of communicating with groups outside the management group itself.

McMurry, Robert N.
Clear communications for chief executives. Harvard business review, vol. 43, no. 2, March-April 1965, pp. 131-132, 135-147.

Attacks the communication problem which isolates many chief executives from what is actually taking place in their organizations. Examines barriers which interfere with their knowledge of what is happening in the middle and lower echelons, sources of error which damage their ability to communicate effectively with subordinates, remedies to improve their "intelligence," reorganization steps to better the over-all function of the enterprise, and personal conflicts which must be overcome to establish clear channels of communication with employees at all levels. Major remedies suggested are recognizing dangers to good communication, systematically inventorying every member of the management and supervisory staff, and periodically conducting an employee poll or morale survey to provide an overview of human realities.

Maier, Norman R. F. and others.
Superior-subordinate communication in management. New York, American Management Association, 1961. 96 pp. (AMA Research study 52)

In an attempt to determine specific ways of improving communicating skills, a detailed analysis of communication as practiced by managers in a variety of businesses was made at the University of Michigan. Comments on the project and its findings have been made by a psychologist, a linguist, a former personnel director and others.

Partial contents: (1) The superior-subordinate relationship, by James M. Black; (2) Problems and practices in superior-subordinate communication, by Benjamin Balinsky; (3) Is the problem exaggerated? by Rudolf Flesch; (4) George Orwell's "Politics and the English Language" (Reprint).

Mayer, David P.
"But I thought you said..." Supervisory management, vol. 11, no. 12, December 1966, pp. 15-19.

Dialogue between a boss and his secretary illustrating non-communication on both sides.

Mayfield, Harold.
Why do our words miss the mark? Supervisory management, vol. 13, no. 1, January 1968, pp. 17-18.

Suggests that good office communications are possible only when the supervisor puts himself in the other person's position.

Communication Skills--General (Cont'd)

Merrihue, Willard V.
Managing by communication. New York, McGraw-Hill, 1960. 306 pp.
Purpose of book is "to help managers at all levels better to understand how to get work performed through people." The importance of executive communication in managing employee, community, and union relations work is emphasized and sections on using communications in administering change, in crisis, and in achieving participation are included.

Miller, Ben.
Information blackouts, bottlenecks, and breakdowns: when is the supervisor to blame? Supervisory management, vol. 8, no. 4, April 1963, pp. 4-7.
Six ways in which the supervisor may be creating his own information gaps and some suggestions for closing them.

Mills, Barriss.
A poet speaks to businessmen. Harvard business review, vol. 38, no. 5, September-October 1960, pp. 103-106.
"The poet believes that corruption of the language is corruption of man's mind and spirit... He loves honest words, hates lying ones... He pits his images or myths against the countermyths of business, or politics, or technology... to expose the hollowness of those slogans and shibboleths which misdirect our energies or lull us into complacency."

Moore, Robert E.
The human side of successful communication. Englewood Cliffs, N.J., Prentice-Hall, 1961. 192 pp.
Illustrates how to achieve the two requirements of effective communication: the other person must want to listen, and the communicator must make his meaning clear. Numerous case studies.

Morgan, John B.
Communication is the alpha and omega. The Office, vol. 61, no. 2, February 1965, pp. 69-71.
Contends that failure in communication is produced by the degree of specialty of various business departments. Stresses that to communicate we must speak the language of the recipient. Good communication must be simple, brief, and understandable.

Morgan, John S.
Getting across to employees; a guide to effective communication on the job. New York, McGraw-Hill, 1964. 310 pp.
A practical tool for managers who wish to improve their communication effectiveness. Considers such areas as "the impact of communication"; explores typical communication situations, e.g., "the [illegible] order"; investigates typical problem subjects, such as "face [illegible] complaints"; and "dealing in discipline".

Communication Skills--General (Cont'd)

Morgan, John S.
The supervisor's three toughest communication problems. Supervisory management, vol. 9, no. 3, March 1964, pp. 4-8; no. 4, April 1964, pp. 23-26; no. 5, May 1964, pp. 20-22.
Part 1 examines ways the supervisor can establish a climate of persuasion so that employees are receptive to persuasion and change. Part 2 provides advice on giving on-the-job instruction, and a reminder about refresher training. Part 3 discusses purpose and process of the appraisal interview.

Morris, Robert V.
Should we tell? AMS professional management bulletins, vol. 6, no. 10, March 1966, pp. 1-8.
Explains the who, what, when, where, why, and how of an employee communications program and the importance of the supervisor for effective two-way interchange.

Morton, Robert B.
"Straight from the shoulder"--leveling with others on the job. Personnel, vol. 43, no. 6, November-December 1966, pp. 65-70.
Article advises candid communications in the training situation, and lists four factors to be considered in "leveling"--the external conditions, the speaker's behavior, the listener's behavior, and the expectations of the listener. Also provides ten guidelines for the manager to use in the leveling situation.

Nathan, Ernest D.
The art of asking questions. Personnel, vol. 43, no. 4, July-August 1966, pp. 63-69.
How questions can help fill the communication gap and aid in mutual understanding.

Nathan, Ernest D.
Asking questions that get results. Supervisory management, vol. 11, no. 9, September 1966, pp. 4-8.
Presents some guideposts to help supervisor hurdle the communication gap and learn about under-the-surface or barely expressed problems.

Nation's Business.
How to communicate your ideas; eight dramatized solutions, designed by experts, to everyday human relations problems in business. Washington, 1967. Record 33-1/3rpm.

Newcomb, Robert and Marg Sammons.
Employee communications in action. New York, Harper & Brothers, Publishers, 1961. 337 pp.
Collection of good examples of employee communications in action which shows what companies have done and are doing and describes management philosophy, methods, and results.
Partial contents: Communications and the bargaining table; The communication of employee benefits; Communications and automation; The recruitment manual: sales tool; The job of the professional communicator.

Communication Skills--General (Cont'd)

Nirenberg, Jesse S.
Building your case in the other person's mind. Personnel, vol. 45, no. 2, March-April 1968, pp. 48-54.
Explores conversational techniques that ensure that a message gets through to its recipient.

Nirenberg, Jesse S.
Getting through to people. Englewood Cliffs, N.J., Prentice-Hall, 1963. 211 pp.
Partial contents: Encouraging cooperativeness; Drawing out people's thoughts; Dealing with people's emotions; Holding people's attention; Dealing with resistance; Measuring the value of an idea; Giving and taking in conversation; Getting through to groups; Persuading.

Nirenberg, Jesse S.
Solving the problems of persuasion. Part 1, How to create a receptive attitude. Part 2, How to find out what people are really saying. Supervisory management, vol. 13, no. 6, June 1968, pp. 14-16; no. 7, July 1968, pp. 11-13.
Part 1 gives tips on methods of motivating people to listen, persuading effectively and suggesting ideas. Part 2 deals with conversational techniques of drawing out the meanings behind people's statements.

Parkhurst, Charles C.
Business communication for better human relations. Englewood Cliffs, N.J., Prentice-Hall, 1961. 579 pp.
Emphasizes influence of effective writing upon both internal relations and public relations. Contains material on fundamentals of effective communication including types of business communication, and a reference section on grammar, punctuation and related subjects.

Parry, John.
The psychology of human communication. New York, American Elsevier Publishing Co., Inc. 1968. 248 pp.
Considers the types of information human beings transmit to one another as well as barriers to the transmission and problem areas.

Porter, George W.
Non-verbal communications. Training and development journal, vol. 23, no. 6, June 1969, pp. 3-8; no. 7, July 1969, pp. 52-54; no. 8, August 1969, pp. 38-41.
Part one identifies non-verbal communications and divides them into categories; Part two discusses barriers to understanding; Part three considers how non-verbal communications can be used in training.

Prahalis, C. P.
Anatomy of an idea! Manage, vol. 21, no. 8, June-July 1969, pp. 18-23.
For effective communication, one should organize his thoughts , make a clear presentation, highlight the benefits of his idea, and anticipate objections.

Communication Skills--General (Cont'd)

Raines, I. I.
Better communications in small business. Washington, U.S. Govt. Print. Off., 1962. 37 pp. (Small business management series no. 7, 2nd ed.)
Outlines a basis for developing awareness, understanding, and practical skill for small-plant managers. Content ranges from understanding the need for good communication in industry, through building better management with better communications, to two-way communications with outside groups.

Read, William H.
Communicating across the power structure. Cost and management, vol. 41, no. 6, June 1967, pp. 25-28.
As the technological revolution accelerates, there is an increasing necessity for crosswise, lateral communications. Author points out problem areas and suggests guides for action.

Redding, W. Charles and George A. Sanborn.
Business and industrial communication; a source book. New York, Harper, 1964. 557 pp.
This collection of readings on internal communication treats of the organizational and human relations aspects of the subject as well as methods and evaluation of the communications program.

Sayles, Leonard.
Employee communication: it's easier when you know how! Supervisory management, vol. 7, no. 8, August 1962, pp. 12-15.
Tells what the supervisor can do to lower communication barriers between him and his subordinates. Recommends face-to-face communication, projection, timing, believability, simplicity, repetition, and freshness.

Sayles, Leonard.
On-the-job communication: why isn't it easier? Supervisory management, vol. 7, no. 7, July 1962, pp. 2-6.
Discusses differenct kinds of barriers that impede communication, including differences in experience and background, stereotypes and beliefs which bias our hearing, and the influence of our emotional state of mind on our reception.

Scheer, Wilbert E.
The art of successful self-expression and communication. Stamford, Conn., Motivation, Inc., 1968, c 1965.
Written for the individual who wishes to improve all areas of communication--writing, talking, listening and reading.

Scheer, Wilbert E.
You can improve your communications. Swarthmore, Pa., The Personnel Journal, Inc., 1962. 21 pp.
Shows how to use creativity and imagination in both written and spoken communications in order to convey the intended meaning accurately, briefly, and clearly. Refers also to non-verbal communications and to listening.

Communication Skills--General (Cont'd)

Schlesinger, Lawrence E.
Meeting the risks involved in two-way communications. Personnel administration, vol. 25, no. 6, November-December 1962, pp. 24-30.
Two-way communication may cause difficulties with regard to time, number of persons involved, organizational climate, expectations generated, demands for change, and emotional expression. On the other hand, there are definite advantages to the two-way program, one of which is the opportunity for learning experience on the part of the executive.

Scholz, William.
Communication in the business organization. Englewood Cliffs, N.J., Prentice-Hall, Inc., 1962. 233 pp.
Assuming that the reader is already concerned about the need for communication, the author addresses himself to the practical problems of communicating with management, the salaried employees, union, and the community. He discusses improving communication by supervisors, organizing for effective employee communication and creating the proper atmosphere.

Schutte, William M. and Erwin R. Steinberg.
Communication in business and industry. New York, Holt, Rinehart and Winston, Inc., 1960. 393 pp.
This book emphasizes the basic principles which an individual must acquire if he is to communicate forcefully and efficiently. Each chapter includes a section of illustrative materials selected from a wide range of sources.

Shaw, Clare.
How to give oral instructions. The Office, vol. 60, no. 6, December 1964, pp. 71-75, 173.
Aids to successful communication cover enunciation, organization of instructions, and correct use of terminology or language. Included are suggestions for improving one's communication techniques.

Shaw, Howard D.
How you communicate accidentally. Chicago, Enterprise Publications, 1964. 14 pp.
Includes a check-list of places and points where an executive can cut down on his communication errors.

Sigband, Norman B.
Communication for management. Glenview, Ill., Scott, Foresman, 1969. 762 pp.
An overview of the theories and processes of communication, with two sections on business writing emphasizing reports and business letters.

Communication Skills--General (Cont'd)

Slote, Leslie M.
Why employees won't talk to you. Management methods, vol. 20, no. 4, July 1961, pp. 41-43.
Proposes that managers get more out of subordinates by listening more and talking less. Suggests that they (1) take a critical look at themselves; (2) select a suitable time and place for discussion; (3) allow enough time; (4) start employee talking with an "open" request; (5) let him talk; (6) listen; and (7) test how well they received the message.

Smith, Charles B.
What do you mean? Personnel journal, vol. 40, no. 2, June 1961, pp. 79-82.
Considers that meaning is the heart of the communication process. Examines barriers to meaning such as facts and opinions, illogical comparison, begging the issue, non-sequitur, two-valued system, prepossessives, pompous words, and abstractions. Concludes with some suggestions for overcoming these barriers.

Stern, Isidore.
Why communications break down. Supervision, vol. 29, no. 2, February 1967, pp. 22-24.
Analyzes factors influencing our ability to understand communications, such as incorrect techniques and emotional interference, and lists remedies such as awareness of the needs of the audience, use of methods suited to an immediate need and possibly an information technician who can streamline communications in an organization.

Stevens, Warren C.
How to be understood. Supervisory management, vol. 10, no. 7, July 1965, pp. 49-51.
It is very important to be as intelligible as possible in verbal communication with subordinates. Rules to keep in mind are listed and described.
Condensed from Modern Office Procedures, vol. 10, no. 2.

Stewart, Daniel K.
The psychology of communication. New York, Funk and Wagnalls, 1968. 201 pp.
An essential introduction to the subject, which begins with "an analysis of language and its twofold chracter as a medium for the transmission of information and as a reflection of the nature of mind itself." Subsequent chapters cover the message and the understanding of it, the nature of ideas, the meaning of meaning, the measurement and evaluation of communication, and communications research.

Tacey, Robert R.
Do your words mean what you think? Modern hospital, vol. 110, no. 5, May 1968, pp. 82, 84, 86.
Prejudice, hostility, inattention and conclusion-jumping are human traits that can distort the meaning which you think words are communicating for you.

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Communication Skills--General (Cont'd)

Thayer, Lee O.
Communication and communication systems in organization, management and interpersonal relations. Homewood, Ill., Richard D. Irwin, Inc., 1968. 375 pp.
Addressed to the communication needs and tools of the practicing manager or administrator. Chapters take up the nature and functions of communication, techniques, theory and research.
Based in part on author's previous text, Administrative Communication.

Thompson, David W.
For constructive communication. Public personnel review, vol. 28, no. 4, October 1967, pp. 247-250.
Comments on the effectiveness of words, and suggestions for improving communication. Emphasis is on the spoken word.

Timbers, Edwin.
Strengthening motivation through communication. Advanced management journal, vol. 31, no. 2, April 1966, pp. 64-69.
"Communication is the principal means by which the supervisor can help his employees satisfy their job-related wants." Author believes that communication should start at the top and radiate downward and across the company structure. He discusses ways of eliminating communication roadblocks.

U.S. Department of the Army.
Communication. Washington, U.S. Govt. Print. Off., 1967. 123 pp. (Supervisor development program no. 41-B-6)
Course built around five films and a tape recording with an interweaving of other training methods - an experimental game, buzz groups, etc.

Vardaman, George T. and Carroll C. Halterman.
Managerial control through communication; systems for ogranizational diagnosis and design. New York, John Wiley & Sons, Inc., 1968. 496 pp.
Sets forth a model of managerial activity built on the three elements of communication, the manager and the control dimension. Principles and methods are elucidated in both text and related readings. Chapter on managerial competence.

Vogel, Alfred.
Why don't employees speak up? Personnel administration, vol. 30, no. 3, May-June 1967, pp. 18-24.
Author raises questions concerning employee-management communications and provides some answers based on research by the Opinion Research Corporation. The Corporation concluded that new communication devices are not needed; rather emphasis should be placed on creating an atmosphere which encourages supervisors and employees to speak freely. Steps for bringing about such conditions are suggested.

Communication Skills--General (Cont'd)

Wakin, Edward.
Why can't executives communicate? Dun's review, vol. 92, no. 5, November 1968, pp. 66-68.
Accuses executives of "reverse gobbledygook" in speeches and awkward, stiff language in annual reports. Maintains that too often the audience is ignored, and what is published or delivered serves only the executive.

Webster, Eric.
No. 1 executive problem: finding out what's going on. Management review, vol. 56, no. 7, July 1967, pp. 61-63.
Practical suggestions to the executive who is seeking reliable information on organization, activities and problems. Condensed from The Pemberton Quarterly, no. 20, 1967.

When to speak up. Nation's business, vol. 51, no. 3, March 1963, pp. 88-90, 92.
Advises on when and how to speak up and to whom, how to speak effectively and when to "close up" in order to communicate well within an organization.

Why best managers are best communicators. Nation's business, vol. 57, no. 3, March 1969, pp. 82-83, 86-87.
Tips on improving communications and making meetings productive.

Wiksell, Milton J.
Communication: what employees expect from their supervisors. Supervisory management, vol. 11, no. 6, June 1966, pp. 22-24.
Basic guidelines for improving communication derived from answers to a survey of employees regarding the methods of communication of their supervisors.

Wiksell, Milton J.
Talking it over is important. Personnel journal, vol. 46, no. 3, March 1967, pp. 168-169.
Reports findings of a survey on supervisory communication and suggested communication principles.

Wiksell, Wesley.
Do they understand you? A guide to effective oral communication. New York, Macmillan Co., 1960. 200 pp.
Emphasis is on communications in the employee-employer relationship. Points out barriers to good communication, and presents specific suggestions for achieving improved communication and understanding.

Willings, David.
Juggling with jargon. Personnel and training management (Gt.Brit.), January 1969, pp. 20-22.
A caution against the use of jargon in personnel and training. The important thing is to communicate and jargon often makes that impossible.

Communication Skills--General (Cont'd)

Wilson, Howard.
Communications. Chicago, Administrative Research Associates, 1960. 24 pp.
Examines the communications process in terms of people and problems, and suggests ways to improve speaking, listening, and writing habits.

Wilton, Frank.
Communications: what do we mean? Advanced management, vol. 25, no. 8, August 1960, pp. 12.
Points out the importance of the "how" and "when" in communication. Reminds that listening and common sense play a significant role in effective communication.

Wright, Martin.
Do you need lessons in shop talk? Personnel, vol. 42, no. 4, July-August 1965, pp. 58-62.
"...if management wants to establish smooth and productive relations with its people, it would be well advised to pay closer attention to the worker's lexicon and its implications, good and bad. There will then be a better chance of 'getting through' to people in an effective and meaningful manner."

DELEGATION AND ORDER-GIVING

The art of telling people what to do. Business management, vol. 30, no. 3, June 1966, pp. 67-68, 70, 72, 74.
Suggests six basic principles for giving instructions: start with the known, start with the simple, keep instructions positive, demonstrate and dramatize, encourage questions, keep tabs on progress.

Babnew, David, Jr.
"Whys" of wise delegation. Hospitals, vol. 39, no. 14, July 16, 1965, pp. 62-64.
Delegation of responsibility is indispensable in a successful organization; here are guidelines to follow and interesting examples of delegation in ancient and modern times (Moses and Henry Ford). Lists familiar rationalizations for not delegating.

Baker, R. J. S.
The art of delegation. Public administration (Gt. Brit.), vol. 43, Summer 1965, pp. 155-171.
Erudite commentary on the nature, procedures and uses of delegation. Author maintains that good selection of personnel plays the largest role in its effectiveness.

Bennett, Gordon C.
Problem solver-problem assigner: a working relationship. Manage, vol. 19, no. 10, September 1967, pp. 18-21.
Outlines five policies generally required in a working relationship between the supervisor, a problem assigner, and the employee to whom the task is assigned: know what you want, select the right person, clearly delineate the problem, review the work plan, and maintain a continuing interest.

Bird, Malcolm A.
Don't make these delegation mistakes. Supervisory management, vol. 12, no. 12, December 1967, pp. 27-28.
Supplies a checklist of symptoms of inadequate delegation, and discusses often-neglected aspects of this function.
Condensed from International Management, May 1967.

Boedecker, Ray F.
Why delegation goes wrong. Supervisory management, vol. 9, no. 2, February 1964, pp. 4-8.
Discussion of ten common mistakes in a difficult supervisory skill.

Braisby, R. L.
The art of giving orders. The Manager (Gt. Brit.), vol. 32, no. 7, July 1964, pp. 37-38.
Describes different kinds of persons a manager may need to give orders to, and advises how he might adapt his technique to suit the individual.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Delegation and Order-Giving (Cont'd)

Brown, David S.
Twelve ways to make delegation work. Supervisory management, vol. 12, no. 5, May 1967, pp. 4-8.
Expresses need to understand organizational goals and objectives, and the need for general agreement on what is to be done, why, how well, when, in what priority, with what resources and by whom.

Brown, David S.
Why delegation works -- and why it doesn't. Personnel, vol. 44, no. 1, January-February 1967, pp. 44-52.
Author suggests that the difficulty encountered in delegation arises from the flexibility of the situation. He offers some guidelines for making it effective and suggests certain conditions when delegation should be practiced.

Bruce, Vernon V.
Turn employees into self-starters. Supervisory management, vol. 7, no. 6, June 1962, pp. 2-5.
Defines initiative and advises building up self-confidence in easy stages by (1) first giving detailed instructions, (2) giving jobs with only general instructions, (3) merely suggesting a goal, and (4) providing a climate for the development of initiative.

Carlin, G. S.
Why the supervisor should let George do it. Supervisory management, vol. 7, no. 9, September 1962, pp. 21-22.
Recommends delegation so that an employee can grow in responsibility and confidence. Advises that a supervisor needs to determine what actually needs to be done, find the George who can do it, train him by giving him all the background information he needs, and let him do the task.

Caskey, Clark C.
Delegation - a managerial must. Supervision, vol. 25, no. 6, June 1963, pp. 4-7.
Characterizes delegation as a form of creativity and discusses its advantages to supervisor, subordinate and organization. Outlines delegation process and speaks of some problems to be met.

Comish, Newel W.
Why supervisors don't delegate. Supervisory management, vol. 12, no. 10, October 1967, pp. 4-7.
Characterizes three types of delegators, notes the fears that beset managers in this area, and ends with the view that careful delegation is an investment leading to increased productivity.

Cort, Robert P.
Explaining a new idea to a subordinate. Supervisory management, vol. 7, no. 6, June 1962, pp. 22-24.
Tells how to organize and present an idea to a subordinate, how to gauge the presentation to different levels of ability, and how to determine if the communication has been understood.

Delegation and Order-Giving (Cont'd)

Cranwell, J. R.
Think before you delegate. Supervisory management, vol. 14, no. 4, April 1969, pp. 6-8.
Tips on selecting the right man to whom to delegate the job and on methods of presenting the assignment to him.

Cravens, Richard B. and Addison Duval.
Barriers preventing delegation. Management forum, vol. 11, no. 2, Spring 1961. 2 pp.
Several barriers to delegation are: the untrained leader, the "I" leader, the competitive leader, the fearful leader, the incommunicative leader, and the overdelegating leader.

Dale, Ernest.
The power problem in delegation. Think, vol. 27, no. 3, March 1961, pp. 6-8.
Concludes that the solution to delegation is proper balance. Recommends giving increased responsibility and authority, but stresses importance of knowing how they are being exercised and coordinated.

Dreyfack, Raymond.
What an office supervisor should know about delegating work effectively. Chicago, Dartnell Corporation, 1964. 24 pp. (Self-improvement series for supervisors, no. 1.)
Informal presentation. Tells why supervisors don't delegate as they should, and how to go about doing it effectively.

Eitington, Julius E.
Unleashing creativity through delegation. Washington, Society for Personnel Administration, 1966. 18 pp. (Booklet no. 4)
Discusses ways and means of motivating employees to more creative work through delegation. Proposes tips on effective delegating and provides a checklist for the supervisor.

Elwell, Charles V.
Four keys to better delegation. Supervisory management, vol. 13, no. 10, October 1968, pp. 28-29.
Tell each employee what his job is; spell out the limits of his authority; tell him the standards by which performance will be measured; and tell him how he's doing.

Fergason, Guy.
Delegating responsibility to subordinates; passing the buck is your duty. Best's insurance news, vol. 68, no. 5, September 1967, pp. 66, 68.
Why and how to delegate to get more work done at the lowest possible echelon.

Delegation and Order-Giving (Cont'd)

Fergason, Guy.
Giving, getting and understanding instructions. Best's insurance news, vol. 61, no. 4, August 1960, pp. 39-41, 50.
Author believes that while a manual serves as a reference and refresher for experienced personnel, giving of instructions and their interpretation is a matter of personal contact. He indicates seven steps to aid in giving clear instructions and points out the importance of follow-up, the manager's attitude, experience in having taken orders, and personal knowledge.

Fergason, Guy.
Good executives delegate. Best's insurance news, vol. 69, no. 7, November 1968, pp. 64, 66.
Defines delegation as decentralization. Maintains that if it is to work, policies must be explicitly stated, jobs clearly defined, and top management must retain responsibility for seeing that the job is accomplished.

Fiks, Max.
Lighten your work load by delegating with discretion. Mayor and manager, vol. 8, no. 2, February 1965, pp. 27-30.
"If a supervisor does not organize and does not share his responsibilities with his group, his job will become so over-burdening that he will look out only for the most pressing problems, whether they be most vital or not." Therefore, to manage his own affairs successfully, he must delegate. Suggestions for this: list your duties, package work into units; use future projects list; spend your free time productively; give clear, complete instructions; give authority to equal responsibility; maintain clear chain of command; challenge with opportunity; delegate to lowest level; make your expectations clear; prepare the group; follow-up with trust.

The fine art of follow-up. Supervisory management, vol. 10, no. 7, July 1965, pp. 38-39.
States that the degree of closeness in the follow-up depends on the ability of the employee, and gives guidelines to follow in keeping an eye on subordinates' work.
Condensed from Assignments in Management, no. 17.

Gardner, Neely D. and John N. Davis.
The art of delegating. Garden City, N.Y., Doubleday, 1965. 124 pp. (A TutorText)
Efficient use of employee talent involves delegation. The object of this book is to help the manager attain successful techniques in using this skill.

Gibbons, Charles C.
Breaking the barriers to delegation. Michigan business review, vol. 18, no. 5, November 1966, pp. 9-11.
Gives reasons why delegating responsibility and authority is difficult and suggests eight steps a manager might take to improve his ability to delegate.

Delegation and Order-Giving (Cont'd)

Gibbons, Charles C.
Guidelines for delegators. Supervisory management, vol. 12, no. 3, March 1967, pp. 31-33.
Seven questions to appraise the way you delegate, followed by practical guidelines such as knowing the limits of your own job and authority, making as many subordinates as possible responsible to you, and making subordinates responsible for accomplishing results rather than activities.

Givens, D. D.
Task planning: key to effective delegation. Supervisory management, vol. 8, no. 6, June 1963, pp. 8-12.
Discussion of delegation technique for making employees responsible for their actions. Considers elements of delegation, use of task planning sheet, and employee evaluation.

The giving of orders. O & M bulletin, vol. 16, no. 2, April 1961, pp. 57-62.
Points out that order-giving is an important link in the organizational communications chain, and requires maximum cooperation from both giver and receiver. Considers the form and content of the order as well as method of delivering it.
Originally appeared in O & M bulletin for August 1950.

Grindle, C. R.
Delegation and the reluctant supervisor. Supervisory management, vol. 9, no. 9, September 1964, pp. 4-7.
Ten reasons why he: doesn't do enough; should do more, can do it better.

Harrison, James C., Jr.
How to stay on top on the job. Harvard business review, vol. 39, no. 6, November-December 1961, pp. 100-108.
Because an executive cannot delegate final accountability he must participate in every job enough to "stay on top" by "keeping his hand in." Suggestions for attaining the goal of correct delegation are offered with the advice that the kind of delegation depends upon the type of job to be delegated and the time the executive can give to "protecting his accountability."

Haymaker, Frank H.
Delegation, anyone? United States Naval Institute proceedings, vol. 89, no. 9, September 1963, pp. 46-52.
Considers principles of delegation, how they evolved and how they work in naval weapons development laboratories. Lists ten rules and discusses what problems may have appeared in their application to research and development. Uses Ethan Allen, David Dixon Porter, Miles Standish and other well-known figures as examples.

Heyel, Carl.
How to "multiply yourself" through improved delegation. Swarthmore, Pa., Personnel Journal, Inc., 1962. 27 pp.
Offers as a starting point a personal assessment chart on ability to delegate; gives detailed instructions for deciding how and when to delegate, as well as practical action steps.

Delegation and Order-Giving (Cont'd)

Holroyde, Geoffrey.
Plan before you delegate. Supervisory management, vol. 12, no. 8, August 1967, pp. 31-33.
Distinguishes between "delegating" and "giving out work" and between delegating and abdicating. Supplies a hypothetical outline for apportioning time to know where to delegate, guidelines for an interview with the subordinate for increased delegation, recommendations for a plan whereby the subordinate will grow through this delegation.

How to cut loose from the work you shouldn't be doing.
Supervisory management, vol. 7, no. 6, June 1962, pp. 12-15.
Delegation includes communicating enough of the right kind of information for proper performance by a subordinate, sharing enough authority to match delegated responsibility, and providing controls over a job.

Howell, Edwin S.
Assistants on the firing line. Public management, vol. 42, no. 8, August 1960, pp. 180-181.
Presents a brief for "training by doing", giving the employee as much on-the-job responsibility as he is capable of handling. As an example, author here advocates that an assistant who prepares a written report for a city manager also make the oral presentation before the municipal council.

Humelsine, Carlisle H.
Delegation. Chicago, American Society for Public Administration, 1961. 2 pp.
As an example of an effective method for delegating responsibility, the author describes his experience with General George C. Marshall. Continues by pointing out why delegation is hard to master and indicates place of communications in the process.

Kellogg, Marion S.
The coaching appraisal: a tool for better delegation. Supervisory management, vol. 10, no. 9, September 1965, pp. 4-7.
Since the manager retains his responsibility even though delegating some work to an employee, it behooves him to coach the employee in his work, while taking into account abilities and other factors.

Kern, Roy C.
No substitute for delegation of responsibility. Personnel administrator, vol. 11, no. 3, May-June 1966, pp. 40-43.
Compares the autocrats and the bureaucrats, neither of whom is able to delegate responsiblity. Gives pointers for successful delegation and for the related supervision.

Kirkpatrick, Donald L.
Avoid verbal orders? Personnel administrator, vol. 12, no. 2, March-April 1967, pp. 18-19.
Points out advantages of written and oral instructions and reports on a survey of attitudes of supervisors and foremen toward A.V.O. ("avoid verbal orders").

Delegation and Order-Giving (Cont'd)

Leadership Resources, Inc.
Delegating and sharing work, by David S. Brown. Washington, 1966. 23 pp. (Management series no. 4)

"Let George do it".
Supervisory management, vol. 6, no. 1, January 1961, pp. 9-13.
Suggests four methods of improving delegation: (1) the indirect approach; (2) effective questioning; (3) decision-making by subordinates; and (4) planning. Includes checklists for measuring delegating ability.

Maier, Norman R. F.
The subordinate's role in the delegation process. Personnel psychology, vol. 21, no. 2, Summer 1968, pp. 179-191.
Account of an experiment designed to test the behavior of subordinates under two conditions of delegation: freedom of action and restraint. Subjects were middle management personnel in government and industry.

Mason, Joseph G.
How to build your delegating skills. Supervision, vol. 27, no. 4, April 1965, pp. 4-6, 19.
Keys and pitfalls of delegating in depth.
Condensed from the author's How to Build Your Management Skills (McGraw-Hill, 1965).

McCauley, Bruce G.
Accent the man in management. Advanced management, vol. 25, no. 8, August 1960, pp. 24-27.
An effective manager must delegate specific responsibilities and sufficient authority to carry them out since he can no longer remain a specialist in his former specialty.

Mason, Joseph G.
How to delegate. Nation's business, vol. 57, no. 10, October 1969, pp. 60-61, 63.
Three keys to effective delegation are: knowing how much and what to delegate, delegating in depth, and communicating effectively.

Michigan. Civil Service Commission. Training Division.
How to give instructions to get results. Lansing, 1964. 5pp. (Assignments in management, no. 1).

Morrison, Edward J. and Otis Lipstreu.
Using situational authority. Office economist, vol. 45, no. 2, Spring 1963, pp. 8-9, 12-13.
Mary Parker Follett's statement, "One person should not give orders to another person, but both should agree to take their orders from the situation," introduces a consideration of the mechanics of exercising authority.

Mott, Stewart C.
Don't neglect follow-up. Supervisory management, vol. 14, no. 7, July 1969, pp. 22-24.
Tips for the supervisor for successfully following up on subordinates without destroying their independence.

Delegation and Order-Giving (Cont'd)

Neu, William C.
Breaking the barrier to delegation. NOMA management bulletins, vol. 4, no. 4, October 1963, pp. 23-25.
Advice on preparation for delegation, including policies and procedures.

Pigors, Paul.
Do you know how to give an order? Supervisory management, vol. 5, no. 4, April 1960, pp. 8-15.
Lists and discusses principles and procedures for effective order giving from planning, through appraisal or review.

Pigors, Paul.
How can a boss obtain favorable responses to his orders? Management of personnel quarterly, vol. 1, no. 1, Autumn 1961, pp. 15-19.
Steps in the order giving process are introduced by contrasting positional authority, which is characterized by outward symbols of status, with inner authority, which is characterized by competence, insight and understanding. Case histories illustrate the principles.

Pigors, Paul.
Of giving orders and getting results. Personnel, vol. 37, no. 2, March-April 1960, pp. 47-55.
Breaks down every order into seven distinct steps: planning, preparation, presentation, verification, action, follow-up, and appraisal or review. Illustrates with case histories the results of failure to apply them.

Scheer, Wilbert E.
How to delegate responsibility. The Office, vol. 54, no. 7, December 1961, pp. 74-75, 179, 181, 182.
Points out that delegation may move upward, downward, or sidewise. States that the effective executive of today blends into the background of his organization. Makes suggestions for specific assignments and gives pointers on the art of delegation.

Sharp, Harold S.
Let middle management manage. Trained men, vol. 40, no. 3, 1960, pp. 10-13.
Delegation of decision making, within well defined limits, to middle management relieves top management of many routine matters and places responsibility for decisions with persons most familiar with details of the situation.

Shaw, Clare.
How to give oral instructions. The Office, vol. 60, no. 6, December 1964, pp. 71-75, 173.
Aids to successful communication cover enunciation, organization of instructions, and correct use of terminology or language. Included are suggestions for improving one's communication techniques.

Delegation and Order-Giving (Cont'd)

Sherman, Harvey.
How much should you delegate? Supervisory management, vol. 11, no. 10, October 1966, pp. 22-26.
Guidelines for the supervisor to help him delegate successfully. Article is adapted from a forthcoming book, It All Depends: A Pragmatic Approach to Organization.

Smillie, S. H.
Giving orders that get results. Supervisory management, vol. 12, no. 2, February 1967, pp. 28-29.
Successful communication of orders affects employee morale and influences the outcome of a project. Author provides a case study of inadequate communications and lists five guidelines for the supervisor giving oral orders.
Condensed from Canadian Business, vol. 39, no. 9.

Smith, Curtis M., Jr.
It takes know-how to delegate. Supervisory management, vol. 12, no. 1, January 1967, pp. 4-8.
Author assesses the delegation function of the supervisor and finds that it requires careful judgment based on an inventory of the subordinates' capabilities. The article lists common mistakes made by supervisors which result from the failure to establish good channels of communication.

Stewart, Nathaniel.
Boss won't delegate? Try this. Nation's business, vol. 50, no. 3, March 1962, pp. 88-90, 91.
Offers practical suggestions for dealing with the four types of executives who will not "let go": egotistical manager, work addict, inexperienced manager, and the insecure person.

Thomas, H. C.
When you give orders. Supervision, vol. 26, no. 2, February 1964, pp. 22-23.
Lists elements of well-given orders as being proper tone of voice, facial expression, use of time, and vocabulary. Also notes several wrong ways to give orders.

Webster, Eric.
Let's repeal Parkinson's law. Management review, vol. 52, no. 10, October 1963, pp. 4-12.
Aims toward the reduction of work at the supervisory level by evaluating and organizing the administrator's tasks. Stresses the importance of delegation of duties to subordinates.

Wells, E. F.
What an office supervisor should know about giving orders. Chicago, Dartnell Corporation, 1964. 24pp. (Self-improvement series for supervisors, no. 9).
Some pointers on why orders are bungled or ignored, why they may irritate or be executed begrudgingly.

Delegation and Order-Giving (Cont'd)

White, James C.
An old axiom re-examined. Systems & procedures magazine, vol. 12, no. 2, March-April 1961, pp. 20-22.
Brief examination of idea of delegation which urges that areas of responsibility be clearly identified, and that delegation of authority be clarified in terms of scope, extent, condition, and type.

Whitworth, Eugene E.
How to give an order. Supervisory management, vol. 11, no. 1, January 1966, pp. 4-7.
Failings associated with the giving of orders are enumerated, and their consequences described. Suggestions to counteract the effects of faulty order-giving are offered to the supervisor.

Who should do what? Do your executives know? Business management, vol. 33, no. 6, March 1968, pp. 51-52, 54.
Eugene J. Benge, a management consultant, says that poor delegation is the chief cause of "buck passing". Only when subordinates believe they have adequate authority will they accept their responsibility.

Willert, Wayne.
It doesn't count if you don't follow through. Supervisory management, vol. 12, no. 4, April 1967, pp. 17-19.
Author attributes success in any project to ability to follow-through, and indicates some ways the manager can improve his technique.

Williams, Crawford.
Delegation: three major problems. Supervisory management, vol. 12, no. 7, July 1967, pp. 4-7.
Supervisors develop initiative among subordinates by delegation. Author pinpoints three problem areas and indicates possible approaches to their resolution.

EFFECTIVE SPEAKING

Anastasi, Thomas E., Jr.
How to manage your speaking. Rev. ed. Burlington, Mass., Management Center of Cambridge, 1969. 128 pp.
Using the spoken word; Preparing to speak; Communication aids; Making your presentation.

Arnold, John D.
Six guides to help you "get across". Management methods, vol. 19, no. 6, March 1961, pp. 55-57, 87-89.
The guides discussed are: think before you talk; consider the listener; "test run" important messages; use focus words; make communications two ways; and encourage repeated contact if necessary.

Belson, David & Ruth.
The chairman and the speaker's role made easy. New York, Citadel, 1967. 190 pp.

Bennett, Gordon C.
The oral briefing; how to give it. Manage, vol. 20, no. 8, June-July 1968, pp. 20-24.
Consideration is given to the purpose and objectives of the oral briefing, the audience, the location, the schedule, briefing construction and presentation.

Blankenship, Jane.
A sense of style; an introduction to style for the public speaker. Belmont, Calif., Dickenson Pub. Co., 1968. 185 pp.

Boettinger, Henry M.
The art and craft of moving executive mountains. Business management, vol. 36, no. 4, July 1969, pp. 22-25+; vol. 36, no. 5, August 1969, pp. 42-44+; and vol. 36, no. 6, September 1969, pp. 54, 56-58+.
"Psychological hints on making a presentation, getting your idea across and handling opposition."

Braude, Jacob M.
Braude's source book for speakers and writers. Englewood Cliffs, N.J., Prentice-Hall, 1968. 351 pp.

Carson, Herbert L.
Steps in successful speaking. Princeton, N.J., D. Van Nostrand Co., Inc., 1967. 272 pp.
Offers a 10-step approach from gathering material, deciding on a purpose, selecting a method of development, preparing an introduction and conclusion, rehearsing, etc. Also includes sample speeches.

Connelly, J. Campbell.
A manager's guide to speaking and listening; the integrated approach. New York, American Management Association, Inc., 1967. 125 pp.
An integrated guide to speaking, listening, observing, remembering. One section on conference leadership.

Cook, Glenn J.
The art of making people listen to you; a new approach to making your ideas more listenable in prepared talks, conferences, selling situations and conversations. West Nyack, N.Y., Parker Publ. Co., Inc. 1967. 204 pp.

Effective Speaking (Cont'd)

Dahl, Richard C. and Robert Davis.
Effective speaking for lawyers. Buffalo, N.Y., W. S. Hein & Co., Inc., 1969. 150 pp.

Dyer, Frederick C.
Executive's guide to effective speaking and writing. Englewood Cliffs, N.J., Prentice-Hall, 1962. 240 pp.
Includes sections on organizing presentations, reports, studies, etc., speeding up the creative process, using participative techniques, using humor effectively, and speaking and reading at the same time.

Dyer, Frederick C.
When you speak to a group: humor can be dangerous. Supervisory management, vol. 7, no. 2, February 1962, pp. 20-22.
Warns of hazards of using funny stories in public speaking and gives nine rules for using them.

Ebel, Fred E.
Good speakers are shockers. Trained men, vol. 46, no. 1, 1966, pp. 25-28.
How to hold the attention of your audience.

Fero, Jacob.
Speakers are made, not born. Personnel journal, vol. 46, no. 3, March 1967, pp. 174-175.
Suggests a simple formula for effective speaking: 5 W -- Whom, What, When, Where and Why about your receivers-- minus H, How you might distract your audience.

Forley, Maurice.
Public speaking without pain. New York, David McKay Co., Inc., 1965. 175 pp.
Written to help the man or woman who wants to make a good impression with an effective talk and who does not have much time to prepare for the event.

Forman, R. C.
Public speaking made easy. Westwood, N. J., F. H. Revell Co., 1967. 155 pp.
Practical suggestions for diverting oneself of self-imposed restrictions and obstacles, and developing sparkling, original speeches.

Friedman, Edward L.
The speaker's handy reference. New York, Harper & Row, 1967. 338 pp.
Early chapters contain suggestions for a successful style in public speaking. Remainder offer anecdotal material under various subjects to use in speeches.

Gilman, Wilbur E., Bower Aly and Hollis L. White.
An introduction to speaking. 2d ed. New York, Macmillan, 1968. 285 pp.

Guncheon, June.
To make people listen. Nation's business, vol. 55, no. 10, October 1967, pp. 96, 98, 100+.
Seven suggestions to improve formal and informal oral reports.

Effective Speaking (Cont'd)

Hand, Harry E.
Effective speaking for the technical man; practical views and comments. New York, Van Nostrand-Reinhold Co., 1969. 278 pp.
Readings on: The challenge of audience; Preparing and sending the message; Some important speaking situations; Electronic media: aids forseeing and hearing technical data.

Hegarty, Edward J.
Making what you say pay off. West Nyack, N. Y., Parker Pub. Co., 1968. 226 pp.
Offers step-by-step techniques and methods that can bring social and business success in the communications area.

Hembree, Lawrence, ed.
The speaker's desk book. New York, Grosset and Dunlop, 1967. 613 pp.
Contains nearly five hundred headings on useful anecdotes, epigrams, and "jewels" of thought for speechmakers.

Hodnett, Edward.
Effective presentations; how to present facts, figures, and ideas successfully. West Nyack, N. Y., Parker Pub. Co., 1967. 225 pp.
Sound advice on preparing the oral presentation using graphics and other audio-visual aids. Also includes some material on forms of written presentations.

Hollingworth, J. Edwin, Jr.
The oral briefing; a tool for more effective decision making. Management review, vol. 57, no. 8, August 1968, pp. 2-10.
The oral briefing is presented as an effective tool for providing management with the information it needs for improving communications among the staff and for clarifying issues flexibly and rapidly.

Holm, James N.
Productive speaking for business and the professions. Boston, Allyn & Bacon, 1967. 466 pp.
Part 1: The context; part 2: The person; part 3: Interacting with people; part 4: Speaking to groups.

Hunt, Frances A.
Speech-writing and delivery tips for the beginner. Personnel information bulletin (Veterans Administration), May 1966, pp. 10-11.
How to organize a speech and present it.

Improving speech clarity. Administrative management, vol. 26, no. 6, June 1965, pp. 32.
Eight ways to improve your audience's understanding of what you are saying.

King, Robert G.
Forms of public address. New York, Bobbs-Merrill, Inc., 1969. 135 pp.

LaRusso, Dominick.
Basic skills of oral communication. Dubuque, Iowa, Wm. C. Brown Co., 1967. 116 pp.
Examines the ingredients of effective speaking and listening.

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Effective Speaking (Cont'd)

Lynch, Daniel.
Confessions of a speechwriter. Dun's review, vol. 86, no. 5, November 1965, pp. 42-43, 97-98.
What makes a business speech lifeless and how the executive can lay the ground work for a more interesting delivery and final product.

Mambert, W. A.
Presenting technical ideas; a guide to audience communication. New York, J. Wiley, 1968. 216 pp.
Partial contents: Acquiring a communicator's perspective; Acquire the characteristics of an effective communicator; Understanding an audience; How to develop a presentation objective, etc.

Marquis, Vivienne.
The all-purpose management speech. Supervisory management, vol. 5, no. 4, April 1960, pp. 26-31.
Speeches very often can be empty of content and stimulation as indicated by a title such as, "Trends, Aspects, and Implications of the Challenge Before Us." Article attempts to develop awareness of this in a speaker.

Marsh, Patrick O.
Persuasive speaking: theory, models, and practice. New York, Harper, 1967. 446 pp.
Contents: pt. 1, Viewing persuasion in perspective; pt. 2, Developing the parts; pt. 3, Integrating the whole; pt. 4, Acquiring the art.

Mitchell, Ewan.
The businessman's guide to speech-making and to the laws and conduct of meetings. London, Business Books, Ltd., 1969. 287 pp.

Monroe, Alan H. and Douglas Ehninger.
Principles and types of speech. Glenview, Ill., Scott, Foresman & Co., 1967. 647 pp.
A complete text on every aspect of public speaking from voice tone and control to organization of material. Especially valuable chapters include: "First steps in preparation and practice," "The one-point speech," "Selecting, phrasing, and arranging the ideas within the speech," and "Adapting speech to radio and television."

Morrisey, George L.
Effective business and technical presentations; how to prepare and present your ideas in less time with better results. Reading, Mass., Addison-Wesley, 1968. 143 pp.
Step-by-step technique for concise, interesting and effective presentations.

Olbricht, Thomas H.
Informative speaking. Glenview, Ill., Scott, Foresman, 1968. 116 pp.

Effective Speaking (Cont'd)

Phillips, David C. and Jack H. Lamb.
Speech as communication. Boston, Allyn & Bacon, 1966. 209 pp.
Text designed to prepare the student for both formal and informal speech situations, with emphasis on the latter. Also contains a chapter on listening as an effective communication tool.

Pillar, Emil.
Speech making is no art-it's work! Manage, vol. 19, no. 5, March 1967, pp. 49-52.
Guidelines for the corporate manager who is called on to make a speech.

Quote magazine, ed.
Speech outlines for all occasions. Anderson, S. C., Droke House, 1965. 318 pp.
Outlines for 116 possible speeches consist of an opening and closing model paragraph with an italicized middle paragraph suggesting a particular tack. Includes such diverse topics as "A tribute to the boss," "Safety-a city-wide plea," and "A talk to youth organization."

Price, S. S.
Nervous about that speech? Nation's business, vol. 55, no. 6, June 1967, pp. 86-88.
Suggests how to redirect nervous tension into productive energy during speech delivery.

Robinson, Karl F. and Albert B. Becker.
Effective speech for the teacher. New York, McGraw-Hill, 1970. 280 pp.
Intended for improvement of classroom speech but has applicability in other areas.

Ross, James A.
Getting the message across. Training and development journal, vol. 21, no.2, February 1967, pp. 38-40, 42-44.
Guidelines for preparing and delivering a speech.

Sager, Arthur W.
Speak your way to success; a guide to effective speaking in business and the professions. New York, McGraw-Hill, 1968. 230 pp.
Principles developed through courses in speaking involving some eight thousand executives. Rather than a didactic approach, the emphasis is directed toward individual style, ease of manner and clear and emphatic presentation of ideas.

Scheidel, Thomas M.
Persuasive speaking. Glenview, Ill., Scott, Foresman, 1967. 117 pp.

Seideman, Irving M.
Tips on keeping your audience with you. Supervisory management, vol. 12, no. 10, October 1967, pp. 28-30.
These practical pointers for giving effective speeches pertain to organizing and illustrating the material.

Effective Speaking (Cont'd)

Sharp, Harold S.
Seven keys to sparkling speeches. Personnel journal, October 1964, vol. 43, no. 9, pp. 496-498.
Considers and interprets the "keys to sparkling speeches": (1) know what you are going to say; (2) get off to a good start; (3) speak loud enough to be heard--but don't shout; (4) use illustrations to emphasize points; (5) use visual aids if possible; (6) change your pace; (7) watch the clock.

Smith, Kline and French Laboratories.
Speech training service. Philadelphia, n.d. 1 v.
Informational material on the service plus three pamphlets by Robert Haakenson: You are the next speaker, How to read a speech, and How to handle the Q and A.

Stevens, Walter W.
Your speech could be clearer! Adult leadership, vol. 10, no. 9, March 1962, pp. 252-254, 282.
Twenty-three suggestions for making speeches more lucid. Includes a limited topic, organized material, simple sentences, and avoidance of the negative.

Stevens, Warren C.
How to be understood. Supervisory management, vol. 10, no. 7, July 1965, pp. 49-51.
It is very important to be as intelligible as possible in verbal communication with subordinates. Rules to keep in mind are listed and described.
Condensed from Modern Office Procedures, vol. 10, no. 2.

Surles, Lynn and W. A. Stanbury, Jr.
How to speak off the cuff. Supervisory management, vol. 10, no. 4, April 1965, pp. 42-44.
Article offers some general principles for impromtu speaking through which a manager can gain more confidence in speaking off the cuff in a group situation.

U. S. Department of Agriculture.
Speechmaking. Prepared by Personnel Management Division.
Washington, 1964. 21 pp. (Training guide series; manual no. 2).
Purpose of course is to overcome impediments to efficient speechmaking: (1) lack of self-confidence and (2) poor organization of speeches. Includes projects designed to implement the course purpose.

Using flow charts to show and tell.
Supervisory management, vol. 12, no. 10, October 1967, pp. 31-34.
Some suggestions for using flow charts as illustrations are cited along with four key rules for charting. A sample flow chart is included.

Effective Speaking (Cont'd)

Walter, Otis M. and Robert L. Scott.
Thinking and speaking; a guide to intelligent oral communication. 2nd ed. New York, Macmillan, 1968. 256 pp.
Basic concepts of developing and expressing ideas, and working with ideas to communicate.

Welsh, James J.
The speech writing guide; professional techniques for regular and occasional speakers. New York, J. Wiley, 1968. 128 pp.
Chapters on: The importance of reference material; Using a speech writer; Advance audience analysis; The speech outline; Writing a lean speech; Watch your language; Your style in writing; The writer rehearses, etc.

When you're asked to speak.
Administrative management, vol. 30, no. 7, July 1969, pp. 62-63.
A good speech depends on adequate preparation, coherent animated delivery, and the ability to relate to the audience.

Wiksell, Wesley.
Do they understand you? A guide to effective oral communication. New York, Macmillan, 1960. 200 pp.
Emphasis is on communications in the employer-employee relationship. Points out barriers to good communication, and presents specific suggestions for achieving improved communication and understanding.

Wilcox, Roger P.
Oral reporting in business and industry. Englewood Cliffs, N.J., Prentice-Hall, 1967. 321 pp.
Details the methods of successful organization, development, and presentation of an oral report. Stresses not what the speaker presents, but what the listener understands as the basis for a measure of success, and suggests how to achieve this.

Zelko, Harold P.
How to be a better speaker. Nation's business, vol. 53, no. 4, April 1965, pp. 88, 90, 93, 94, 96.
"What you are stands over you and shouts so loud I cannot hear what you say to the contrary"--Ralph Waldo Emerson. After adjuring his readers to be conscious of the necessity to be a good person in order to be an effective speaker, the author discusses such practicalities as how nerves help; how not to give an oration; the superfluity of a manuscript; the importance of organizing a speech with a strong, direct opening; and individual methods of speech practice.

Zelko, Harold P.
How to make an effective speech. Swarthmore, Pa., The Personnel Journal, Inc., 1965. 52 pp.
Chapter titles include: What's your attitude about making a speech? Do you get nervous? What are your personal goals as a speaker? What is an effective speech? How to prepare a speech, and How to present your speech.

Effective Speaking (Cont'd)

Zelko, Harold P. and Frank E. X. Dance.
Business and professional speech communications. New York, Holt, Rinehart and Winston, 1965. 244 pp.
"The authors present an integrated treatment of theory and problems, principles and methods involved in improving individual skills." Part three, "Communicating in various situations," includes sections on interpersonal relations and speech communication, interviewing and counseling, conference and group process, and skills for telephone, radio and television.

Zelley, E. S.
How to say a few words. Nation's business, vol. 54, no. 7, July 1966, pp. 80-83.
"A short speech is like the budget: when business is bad--everything in it must count for something or be cut." Practical rules for presenting a meaningful speech.

Zetler, Robert L. and W. George Crouch.
Successful communication in science and industry: writing, reading and speaking. New York, McGraw-Hill, 1961. 290 pp.
Part 3, "Speaking Techniques," contains practical helps--sometimes in the form of lists, outlines and/or examples--for making a clear beginning; developing the body of the speech by use of illustrations drawn from facts and statistics, personal reading, quotations from authority, examples from history or visual aids; and finally, concluding a speech with an anecdote, a quotation, a proposed plan of action, or a summary of the main points.

Telephone Usage

American Telephone and Telegraph Company.
Win more friends by telephone.... New York, 1962. 19 pp.

Chesapeake and Potomac Telephone Company.
Telephoning for Uncle Sam. Washington, n.d. 17 pp.
Booklet prepared to suggest to government employees how they "... may use telephones to assist them in accomplishing their daily work promptly, efficiently, and pleasantly."

The extra step. Produced in cooperation with the U. S. Civil Service Commission by the American Telephone and Telegraph Company. Washington, n.d.
Pointers on courteous and effective methods for handling requests from the general public for government services.

Lewis, Jack.
Telephone tact. Trained men, vol. 45, no. 3, pp. 20-24.
Sentiment of this article is that poor telephone manners and lack of courtesy can undermine both the best public relations program and advertising. Advocates training all personnel in courteous telephoning.

Telephone Usage (Cont'd)

May, John.
A few words on the phone.... Personnel magazine (Gt. Brit.), vol. 31, no. 300, July 1965, pp. 22-23, 39.
Advocates improved telephone efficiency through up-to-date equipment and telephone training. Presents an outline course for telephone trainees.

Nelson Doubleday, Inc.
How to be effective on the telephone. Garden City, N.Y., 1961. 48 pp. (Personal success program)
Points out how one is judged by his telephone techniques. Suggests such hints for obtaining good results as putting a smile in your voice, talking to the right person, being a good listener, and taking action promptly.

New Orleans. Department of City Civil Service.
Telephone courtesy. New Orleans, 1962. 7 pp.
Suggests seven ways of handling telephone calls efficiently, courteously, and pleasantly.

Pasqualini, Francois.
Watch your telephone manners. Supervisory management, vol. 9, no. 4, April 1964, pp. 27-30.
A description of several types of faulty business communication patterns experienced on the telephone with some suggestions for remedying them.

Ricci, Thelma D.
Telephone manners for executives. AMS management bulletins (Administrative services), vol. 5, no. 7, January 1965, pp. 18-21.
Offers several suggestions for improved public relations through telephone manners, one of which is recommendation that executives answer their own telephones.

Wolf, Chloe.
Phone-y business. Office economist, vol. 47, no. 2, Summer 1965, pp. 4, 5.
Points out that though a company may be top-notch in every other respect, if it falls down on efficient, courteous telephone relations its rating may reflect impressions given through unpleasant telephone contacts.

EFFECTIVE LISTENING

Abbatiello, Aurelius A. and Robert T. Bidstrup.
Listening and understanding. Personnel journal, vol. 48, no. 8, August 1969, pp. 593-596, 638.
Points out that as in other skills, listening is to some extent learned automatically but needs to be developed with practice and given understanding. Notes some problems of listening, and suggests several methods for improvement.

Anastasi, Thomas E., Jr.
Face-to-face communication. Cambridge, Mass., Management Center of Cambridge, 1967. 199 pp.
The author divides his subject into three parts. The first is concerned with the problem of listening; the second with interviewing (selection, appraisal and exit); and the third with the purposes and techniques of counseling.

Anderson, J.
What's blocking upward communication. Personnel administration, vol. 31, no. 1, January-February 1968, pp. 5-7, 19-20.
A perceptive exploration of the subtle dynamics of a dialogue which suggests that good listening is a little more difficult than just not talking.

Are you sure you're a good listener? Supervisory management, vol. 14, no. 2, February 1969, pp. 33-36.
Discusses three failures which impede listening. Includes a chart for measuring one's listening ability.

Ayars, William B.
Listen your way to profits. Personnel journal, vol. 47, no. 7, July 1968, pp. 505-508.
Author estimates that 45% of the businessman's time on the job is spent in listening, and further that it is at 25% efficiency. He then counters with suggestions for improving this faculty.

Caskey, Clark C.
Listen and learn. Supervision, vol. 23, no. 7, July 1961, pp. 16-19.
Points out that our dynamic economy requires increasingly effective communication skills of which ability to listen is one of the most important. Discusses roadblocks to listening and positive steps for improving it.

Cassels, Louis and Raymond L. Randall.
Help workers' views come through. Nation's business, vol. 48, no. 1, January 1960, pp. 72-75.
Lists and discusses three basic rules for management to follow in order to obtain information about employee ideas and attitudes: Put listening on a systematic basis, use a combination of listening methods, and utilize the information you receive.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Effective Listening (Cont'd)

Connelly, J. Campbell.
Avoid these nine listening traps. Supervisory management, vol. 12, no. 11, November 1967, pp. 4-7.
Lists snares that contribute to mental distraction.

Connelly, J. Campbell.
A manager's guide to speaking and listening; the integrated approach. New York, American Management Association, 1967. 125 pp.
An integrated guide to speaking, listening, observing, remembering. One section on conference leadership.

Cooper, Alfred M.
The executive art of good listening. Office economist, vol. 43, no. 2, Spring issue (n.d.), pp. 4-5, 12.

Cranwell, J. R.
The fine art of listening. Supervisory management, vol. 14, no. 9, September 1969, pp. 14-16.

Deunk, Norman H.
Tips on better listening. Supervisory management, vol. 12, no. 7, July 1967, pp. 40-42.
Listen for total meaning, respond to feelings, without criticizing them, note gestures, reflect feelings.

Duker, Sam.
Listening: readings. New York, Scarecrow Press, 1966. 475 pp.
Selected chapter titles: The process of listening; Listening training in business and industry; The relative effectiveness of visual and auditory presentations; Measuring listening ability.

Dyer, Frederick C.
The three levels of listening. Supervisory management, vol. 9, no. 7, July 1964, pp. 26-28.
Supervisor should listen with his (1) "receptive" ear and focus on what speaker is really saying, (2) his "analytical" ear and what is said, and (3) with his "between-the-lines" ear and decide what speaker's real attitudes are.

Froman, Robert.
Understand what you hear. Nation's business, vol. 49, no. 10, October 1961, pp. 94-96, 98.
Notes that a survey of 100 firms reveals how little of what top management says is understood and gives five recommendations for improving listening that resulted from the study.

Gresham, Sean.
Hard of listening? Supervisory management,vol. 10, no. 4, April 1965, pp. 11, 12.
It is vital to concentrate on what a speaker is saying, not how he's saying it or what his appearance is like. Get the message by avoiding distraction and bias and giving the speaker your attention, because poor listening can have some undesirable results.

Effective Listening (Cont'd)

Hildebrandt, Herbert W.
Now hear this...some pointers on the neglected art of listening. Supervisory management, vol. 7, no. 1, January 1962, pp. 2-5.
Advice to listener centers on his attitude and attention and his search for positive rather than negative aspects of the speaker's discourse.

Hollingsworth, Paul M.
Listening training course -- a must. Training and development journal, vol. 20, no. 7, August 1966, pp. 46-47.
Reports on a listening training program for middle management and suggests other companies conduct one because it greatly improved relationships between departments as well as situations in everyday life.

Imberman, A. A.
Listening is part of your job. Supervisory management, vol. 14, no. 11, November 1969, pp. 34-36.
Condensed from Connecticut Industry, July 1969.

Johnson, Edwin.
How do you listen? Office economist, vol. 49, no. 4, Winter 1967, pp. 6-7.
Author reasons that since listening is the most frequent communication activity, the wise employee would do well to develop this ability. Suggests some principles of effective listening.

Jones, Lyndon H.
Have you tried listening? Personnel management and methods (Gt. Brit.), vol. 30, no. 289, August 1964, pp. 22-23.
Brief review of listening theory, barriers to communication, and training in effective listening.

LaRusso, Dominick.
Basic skills of oral communication. Dubuque, Iowa, Wm. C. Brown Co., 1967. 116 pp.
Examines the ingredients of effective speaking and listening.

Listen to what you can't hear. Nation's business, vol. 57, no. 6, June 1969, pp. 70-72.
Advocates listening for feelings and nonverbal communications as well as for facts. Lists some of the salutary results when a manager listens effectively.

McDavid, Thomas O.
How to listen -- effectively. Business management, vol. 23, no. 1, October 1962, pp. 44-45, 94, 96.
Identifies ten of the worst listening habits and presents prescriptions for curing each.

Morris, Jud.
The art of listening; a guide to more effective aural communication for people in all walks of life. Boston, Mass., Industrial Education Institute, 1968. 273 pp.
A self-improvement program for overcoming the ten major blocks to effective listening.

Effective Listening (Cont'd)

Nathan, Ernest D.
The listening spirit and the conference leader. Training directors journal, vol. 18, no. 1, January 1964, pp. 22-30.
Presents several definitions of perceptive listening, diagrams perceptive listening in conference situations, discusses obstacles and offers guidelines to effective listening.

Nichols, Ralph G.
He who has ears. Manage, vol. 19, no. 3, January 1967, pp. 46-49.
Enumerates the ten worst listening habits which emerged from a study; keys for remedying each are suggested.

Nichols, Ralph G.
Listening is a 10-part skill. Chicago, Enterprise Publications, 1957. 15pp.
Reprinted from: Nation's Business, vol. 45, no. 7, July 1957, pp. 56-58+

Nichols, Ralph G.
Listening is good business. Management of personnel quarterly, vol. 1, no.2, Winter 1962, pp. 2-9.
Reports some research on listening. Asks if inefficient listening is a problem and if so, what can be done about it. Lists ten bad listening habits and suggests as antidotes three activities found in every successful training program.

Now hear this.
Nation's business, vol. 54, no. 8, August 1966, pp. 78-80.
Pointers on listening from a programed instruction course developed by Basic Systems, Inc., of New York City.

Peterfreund, Stanley.
Why listen to employees? Supervisory management, vol. 10, no. 9, September 1965, pp. 18-20.
Something of value may be gained by the supervisor who really listens to his subordinates.

Slote, Leslie M.
Why employees won't talk to you. Management methods, vol. 20, no. 4, July 1961, pp. 41-43.
Proposes that managers get more out of subordinates by listening more and talking less. Suggests that they (1) take a critical look at themselves; (2) select a suitable time and place for discussion; (3) allow enough time; (4) start employees talking with an "open" request; (5) let them talk; (6) listen; and (7) test how well they received the message.

Effective Listening (Cont'd)

Smith, Kline & French Laboratories.
The art of listening. Philadelphia, 1965. 12 pp.
Painless way to be reminded that listening is an art and very important to one's "effectiveness and happiness." Humorously illustrated, the book discourses upon: failure to pay attention, missing the point, allowing emotion to creep in, and inefficient practices.

Soik, Nile W. and Donald L. Kirkpatrick.
Effective listening. Training and development journal, vol. 22, no. 8, August 1968, pp. 31-35.
Describes a course in effective listening developed and piloted at Allen-Bradley Company in Milwaukee. Very detailed information about the structure and content of the course is given along with a summary of participants' evaluations.

Surles, Lynn and W. A. Stanbury, Jr.
Communication by listening. Supervision, vol. 23, no. 2, February 1961, pp. 4-6, 23.
Suggests six rules for listening to help others and four rules for listening to help yourself. Adds a few suggestions for getting people to talk.

Think while you listen. Supervisory management, vol. 10, no. 9, September 1965, pp. 51, 52.
Pointers are given on how to practice effective listening--real listening for understanding.
Condensed from Assignments in Management (No. 11).

U. S. Department of Agriculture.
Listening comprehension. Prepared by Agricultural Stabilization and Conservation Service, Personnel Management Division. Washington, 1965. 1v. (Training guide series, manual no. 1)
Course manual for developing a listening skills program.

Walsh, Frank A.
Programmed instruction in effective listening. Training directors journal, vol. 18, no. 9, September 1964, pp. 11-13.
Describes training method designed by Pfizer Laboratories to teach personnel to handle face-to-face communication with doctors. Program makes use of different voices and speaking speeds, and statements of varying content.

Wikstrom, Walter S.
Lessons in listening. Conference Board record, vol. 2, no. 4, April 1965, pp. 17-20.
Suggests what can be done about poor listening: thinking ahead, weighing what is heard, reviewing what has been heard, and listening for what isn't said. Describes a course of programmed instruction in listening and reports what Charles Pfizer and Company is doing in this regard.

Williams, Melvin.
The better to hear you with. Manage, vol. 21, no. 2, November-December 1968, pp. 6-8.
"Since most of us spend more of each day listening than either speaking or writing, making efficient use of our ears is a skill deserving cultivation."

WRITING IMPROVEMENT

General Writing: Style and Grammar in Business Correspondence

Allen, Louis A.
Common vocabulary of professional management. Palo Alto, Calif., Executive Press, Inc., 1964. 19 pp.
Alphabetical list of commonly used management terms.

American Management Association.
How to say what you mean. New York, 1966. 44 pp.
Subject expert: Dr. Rose Clavering; Editor/programmer: Bryna C. Alper. A programmed text on communication skills, specifically language usage.

Anastasi, Thomas E., Jr.
Five keys to better letter writing. Supervisory management, vol. 9, no. 1, January 1964, pp. 30-33.
A few basic suggestions for avoiding routine phrases in letters.

Anastasi, Thomas E., Jr.
How to manage your writing. Rev. ed. Burlington, Mass., Management Center of Cambridge, 1969. 123 pp.
General communications theory and sections on letters and reports.

Baker, R. J. S.
The written word in the civil service. Public administration (Gt. Brit.), vol. 42, Winter 1964, pp. 337-350.
Discussion of written communication in relation to special characteristics of its use in government. Looks at use of words in the process of law-making, letters from departments to the public, style versus economy, internal correspondence, records of discussions and reports on individuals. Considers precision and comprehensiveness, and how results are achieved.

Barry, Ralph.
So much for words .... Personnel management and methods, vol. 31, no. 295, February 1965, pp. 18-19, 29.
Harangues against the concepts of formulae for readability as developed by Rudolph Flesch and Robert Gunning Associates. Points out their failings and lists concepts that should be built into a formula of value. Contends that those that he, the author, would like to see included have to be left out because they are too intangible, too subjective, or too variable.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Bernstein, Theodore M.
The careful writer; a modern guide to English usage. New York, Atheneum, 1965. 487 pp.
Handbook which covers more than 2000 alphabetized items on questions of usage, precise meaning, grammar, punctuation. Written from the point of view that language is constantly evolving, and that a reference book of this sort should reflect this.

Bernstein, Theodore M.
More language that needs watching; second aid for writers and editors; emanating from the news room of The New York Times. Manhasset, N. Y., Channel Press, 1962. 108 pp.
Alphabetical list of incorrectly used words with corrected usage.

Brennan, Lawrence D.
Business communication. Paterson, N. J., Littlefield, Adams and Co., 1960. 320 pp.
Detailed study of every aspect of business communication. Special features include underlinings, chapter summaries, questions at the end of chapters and a comprehensive index. Contains sections on letters and reports along with word, spelling, punctuation and grammar helps.

Bromage, Mary C.
Cases in written communication. Ann Arbor, University of Michigan, 1964. 146 pp. (Michigan Business Cases no. 1)
Interestingly and informatively demonstrates, through cases, the vital role of written communication in the business world.

Bromage, Mary C.
To write or not to write. Michigan business review, vol. 16, no. 1, January 1964, pp. 6-9, 21.
Considers need for written communication as compared with other methods and discusses advantages and requirements of good writing.

Bromage, Mary C.
Writing and the reviewer's role. Management of personnel quarterly, vol. 7, no. 4, Winter 1969 /1968 sic/, pp. 28-32.
The written word is a give-away of corporate quality and character; consequently, the reviewer, who is usually well up in the chair of executive command, should be the expert on content, the judge of intent, and the exponent of corporate values where writing is concerned. Article suggests some pointers for judicious use of the review process in order to achieve good copy as well as good working relations with the writers of the copy.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Brown, James.
Cases in business communication. Belmont, Calif., Wadsworth Publishing Company, Inc., 1962. 278 pp.
Complete and self-contained source book for practice writing in business communication; "presents detailed, realistic situations and problems as they arise in the actual world of the practicing businessman, and suggests assignments related to those situations." Analyzes case studies of correspondence with special attention to meanings implied or omitted and the responses possible in such cases.

Buckley, Earle A.
Project, friendlier letters; a new how-to book on better letter writing. West Chester, Pa., Institute of Management Services, 1967. 18 pp.

Burger, Robert S.
How to seem to write the way you talk. Supervisory management, vol. 5, no. 6, June 1960, pp. 9-15.
Examines seven specific bad writing habits which produce artificiality and shows how they can be eliminated.

Business letters don't have to be dreary. Supervisory management, vol. 12, no. 8, August 1967, pp. 34-36.
Hints for effective openings and closings of letters. Condensed from New Englander, February 1967.

California. State Personnel Board. Training Division.
Effective writing; a training aid. Rev. ed. Sacramento, 1965. 46 pp. (Personnel management series, report no. 4)
Aimed at eliminating government "gobbledygook" in writing; the first section tells about principles that apply to all writing followed by special sections on effective letters, reports, and manuals.

Careless writing costs money. Supervisory management, vol. 11, no. 6, June 1966, pp. 52-54.
A four-step guide to writing a message the recipient will want to act on. Condensed from The Office, April 1966.

Champlin, A. Louis, Jr.
Take the fog out of your writing! Office executive, vol. 35, no. 5, May 1960, pp. 9-10, 12-13.
Describes a readability yardstick developed by John M. McElroy and offers short, practical tips on clear writing.

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General Writing: Style and Grammar in Business Correspondence (Cont'd)

Chicago. University. Press.
A manual of style for authors, editors, and copywriters. 12th ed. rev. Chicago, 1969. 546 pp.

Classer, George H.
Better business English. New York, Arco Publishing Company, Inc., 1966. 108 pp.
A brisk prose exposition on some pitfalls in business writing. Chapter headings include: Demon noun; Flattery with a capital F; and Whom are you trying to impress?

Copperud, Roy H.
A dictionary of usage and style; the reference guide for professional writers, reporters, editors, teachers and students. New York, Hawthorn Books, Inc., 1964. 452 pp.
Contains bibliography.

Copperud, Roy H.
Words on paper; a manual of prose style for professional writers, reporters, authors, editors, publishers, and teachers. New York, Hawthorn Books, Inc., 1960. 286 pp.

Crane, Catherine C.
Build a better vocabulary. Supervisory management, vol. 10, no. 7, July 1965, pp. 22-24.
Successful executives most often share one attribute eclipsing all others: a broad vocabulary. This article suggest ways to better one's vocabulary, such as a study of Greek and Latin roots as well as the short, vital Anglo-Saxon words.

Dawson, Presley C.
Business writing; a situational approach. Belmont, Calif., Dickenson Pub. Co., Inc., 1969. 354 pp.
A problem-solving or case approach to all types of business correspondence. It is situational in that the book provides practical examples of challenging business situations with the type of letter appropriate for each.

Dean, Marshall A.
Four keys to effective writing. Supervisory management, vol. 12, no.1, June 1967, pp. 41-43.
Brief hints for improving clarity, tone and style, directness and grammar.

Dyer, Frederick C.
Executive's guide to effective speaking and writing. Englewood Cliffs, N. J., Prentice-Hall, 1962. 240 pp.
Sections of interest to the writer include: organizing presentations, reports, studies and letters; speeding up the creative process; capsulizing lengthy documents; and keeping control over grammarians and punctuation experts.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Dyer, Frederick C.
Managing other people's writing. Management review, vol. 51, no. 2, February 1962, pp. 44-52.
Discusses various aspects of managerial review of writing. These include editorial policy and style, completed staff work, and managing other writers.

Dysart, Lawrence A.
"Wanted: effective communicators." Vital speeches of the day, vol. 29, no. 21, August 15, 1963, pp. 668-671.
Plea for clearer writing and less gobbledegook or jargon. Concludes with brief description of type of training being given at Richfield Oil Corporation.

Elsbree, Langdon and Frederick Bracher.
Heath's college handbook of composition. 7th ed. Boston, D. C. Heath and Co., 1967. 624 pp.

Fielden, John S.
"What do you mean I can't write?" Harvard business review, vol. 42, no. 3, May-June 1964, pp. 144-148, 151.
Provides checklist of elements of good writing and tries "... to do some practical, commonsense highlighting." Readability, reader direction, correctness, appropriateness, upward and downward communication, thought content, and persuasiveness are discussed.

Fiks, Max.
Improve your letter effectiveness with the 4-C formula. Mayor and manager, vol. 7, no. 4, April 1964, pp. 8-10.
Useful advice on letter-writing style is presented under headings of conciseness, clarity, concreteness, and considerateness.

Flesch, Rudolf.
The ABC of style; a guide to plain English. New York, Harper and Row, 1964. 303 pp.
"A word diet for those who are verbally overweight." Reference book with a straight apphabetical listing of helps for avoiding pompous words, circumlocutions and awkward expressions in general writing.

Flesch, Rudolf.
How to write, speak, and think more effectively. New York, Harper, 1960. 362 pp.
Some ideas and chapters from previous books and articles are combined to present an organized method to improve the three main mental processes: writing, speaking, and thinking.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Frazier, A. W.
How to improve your writing. Supervision, vol. 28, no. 7, July 1966, pp. 9, 25.
Basic rules to help the supervisor get his message across succinctly.

Froman, Robert.
Words can block success; don't let these false concepts slow your personal progress. Nation's business, vol. 48, no. 9, September 1960, pp. 36-37, 83, 86.
Discusses word barriers built by individuals, those common to small groups, those common to large groups, and those that affect everyone.

Gladwin, Ellis.
The letters you write. New York, Collier Books, 1969. 88 pp.

Gladwin, Ellis.
Shorter letters for lower costs. The Office, vol. 64, no. 4, October 1965, pp. 94-103.
How to approach the task of pruning letters; some practical suggestions.

Gold, Murray.
Develop your business writing appeal. Manage, vol. 20, no. 2, November-December 1967, pp. 52-58.
A useful condensation of the usual practical suggestions for improving tone and style of letters.

Gunning, Robert.
The technique of clear writing. Rev. ed. New York, McGraw-Hill, 1968. 329 pp.

Graham, Charles R.
Business writing: give your reader an even break. Supervisory management, vol. 10, no. 3, March 1965, pp. 44-45.
Suggestions for eliminating sentences that are awkward, too long or too short, poor paragraphing and too few headings and subheadings.
Condensed from Industrial Canada, December 1964.

Hall, Lawrence S.
How thinking is written; an analytic approach to writing. Boston, D. C. Heath and Company, 1963. 312 pp.

Hay, Robert D.
Written communications for business administrators. New York, Holt, Rinehart and Winston, Inc., 1965. 487 pp.
Dedicated to the thesis that superior ability to cummunicate leads to superior administration, this book proposes to help the administrator in his written communication. The three sections are: Part 1, Business correspondence; Part 2, Report writing; Part 3, Employer-employee communications.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Hayes, Joseph R. and Dugan Laird.
Letters that get results. Personnel journal, vol. 43, no. 7, July-August 1964, pp. 380-381, 388.
Advice on style and format of business correspondence is offered as step toward cutting down on flood of paper work and stepping up efficiency of communication.

Ireland, Otto M.
Tailor your letter to the reader. Supervisory management, vol. 6, no. 4, April 1961, pp. 29-33.
A good piece of writing does three things: "communicates a thought, conveys a feeling, and gives the reader some benefit." A business letter is no exception; some helpful hints towards those goals are offered.

Janis, J. Harold.
Business writing: in defense of the cliche. Management review, vol. 54, no. 10, October 1965, pp. 25-32.
Finds justification for the use of stereotyped phrasing in business communications, despite all the advice for clear, direct, concise English.
Condensed from Journal of Communication, vol. 15, no. 2.

Janis, J. Harold.
Writing and communicating in business. New York, The Macmillan Company, 1968. 502 pp.
"Concerned with the way the executive and the prospective executive communicate in writing." Treats business writing as a form of behavior with attention to semantic nuances and the philosophical aspects of communication; writing as a business skill for informing and persuading is given equal attention along with form. Sample letters and short reports are given, interwoven with comments; numerous problems at the ends of chapters are provided.

Johnson, Thomas P.
Analytical writing; a handbook for business and technical writers. New York, Harper and Row, 1966. 245 pp.
Effective helps to becoming an "analytical" as opposed to "catalogical" writer, that is, one who merely gives the reader the pieces of a jigsaw puzzle to put together rather than assembling the pieces in advance, thus solving the problem for the reader.

Johnston, Frank M.
Writing letters to busy people. Supervisory management, vol. 11, no. 1, January 1966, pp. 14-15.
Think of the reader of your letters, most often a busy man, inundated with material to be read. Eight suggestions for readable, clear, and concise letters are given in this article.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Jones, William M.
Do your letters say too much? Manage, vol. 21, no. 9, August 1969, pp. 38-42.

Joseph, Albert M.
How to write better. Management methods, vol. 19, no. 2, November 1960, pp. 43-45, 82, 84.
Tells why business men write in pompous fashion and suggests a few simple guides to insure clear writing.

Kaplan, Ethel.
Writing more effective letters to customers. Supervisory management, vol. 11, no. 8, August 1966, pp. 48-51.
Concrete suggestions for the three general categories of letters: making, granting or refusing requests. Condensed from Commerce, vol. 63, no. 2, 1966.

Keyes, Langley C.
Profits in prose. Harvard business review, vol. 39, no. 1, January-February 1961, pp. 105-112.
Pinpoints examples of communication roadblocks which occur constantly in business writing, and urges executives to become aware of differences in the language they hear and read everyday. Presents a list of authors whose different writing styles executives might well imitate.

Kimberly-Clark Corporation.
Tips on writing better letters. Supervisory management, vol. 13, no. 5, May 1968, pp. 16-20.
Adapted from the Corporation's The Intelligent Man's Guide to Letter Writing.

Knapper, Arno F.
This writing dilemma. Personnel journal, vol. 42, no. 5, May 1963, pp. 227-231.
In acknowledging the difficulty of writing, the author discusses the major reasons for trouble and advances some helpful solutions.

Laird, Dugan and Joseph R. Hayes.
Better letters through role playing. Training directors journal, vol. 17, no. 5, May 1963, pp. 31-33.
Tells how dramatization was used to demonstrate the importance of written inter-personal relations.

Laird, Dugan, and Joseph R. Hayes.
Level-headed letters. New York, Hayden Book Company, Inc., 1964. 139 pp.
A short book aimed at having interoffice and intercompany correspondence pay off. It features an easy-to-master programed instruction unit on grammar essentials.

Lambuth, David.
The golden book on writing. New York, Viking Press, 1964. 81 pp.
A chatty exposition of the basic elements of writing, such as, the paragraph, the sentence, letters and punctuation, concluded by a section entitled "On Business Writing."

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Lewis, Leslie L. and Marilyn French.
New short course in business correspondence. Chicago,Ill., Dartnell Press, Inc., 1965. 219 pp.

A thumb-index, loose-leaf binder containing ten self-taught lessons; these range from "Getting Action from Your Letters" to "The Finer Points." A "Self-check Review" completes the lessons.

Lindstrom, Con D. and Lillian O. Feinberg.
"Look's" friendly Fulfillment. Training and development journal, vol. 22, no. 10, October 1968, pp. 50-52, 54-56.

Look magazine's correspondence (or Fulfillment) staff relies on an in-service letter-writing training program to teach principles of effective communication and to drill students in practical writing skills. Sample letters are included, as well as a review of future training plans.

Lipman, Michel.
How to sharpen your business writing. Part 1: Letters. Business management, vol. 20, no. 5, August 1961, pp. 34-35, 66. Part 2: How to sell the written word. Management methods, vol. 20, no. 6, September 1961, pp. 61-69.

Tells how to write clearer and less expensive letters. Suggests points to watch in organization, mechanics of writing, and devices to make letters interesting. Part two elaborates ten key rules which a good written sales message should reflect.

Matthies, Leslie H.
Clear writing as an analytical tool. The Office, vol. 58, no. 1, July 1963, pp. 12-15.

Illustrates the use of clear writing as a systems tool as well as a method of communication. Points out six rules for lucid writing: short sentences, short paragraphs, simple words, sentences in straight order, letting people show through, and description of action steps in logical time sequence.

Matthies, Leslie H.
How to test your procedures for mechanical friction. The Office, vol. 55, no. 3, March 1962, pp. 14-15.

Presents a method of grading printed communications from the standpoint of appearance and content.

Matthies, Leslie H.
Let people show in your writing. The Office, vol. 51, no. 5, May 1960, pp. 12-13, 191.

Business writing can be more interesting than most of it is. The secret is to increase the "interest factor" by putting people in business communication.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

May, Mari.
Better business letters? Here's how. Supervisory management, vol. 10, no. 11, November 1965, pp. 37-38.
A few suggestions for refining your business letters. Condensed from Auditgram, September 1965.

Mayer, John R.
How letter analysis can improve correspondence. The Office, vol. 58, no. 1, July 1963, pp. 69-72, 180.
Suggests specific and individual letter analysis for each correspondent by a qualified person either within or outside of the firm.

Merrill, Paul W.
The principles of poor writing. Federal accountant, vol. 10, no. 4, June 1961, pp. 55-58.
Reveals three essential principles which, if followed, will be sure to result in poor writing: ignore the reader, be verbose, vague, and pompous, and do not revise.

Morris, John O.
Getting behind the words; a system approach to better management writing. 2nd ed. West Hartford, Conn., Morris Associates, 1967. 33 pp.

Olson, Dewey E.
Six steps to better written communications. The Office, vol. 63, no. 4, April 1966, pp. 69-76.
Advises: analyze, organize, stylize, vitalize and humanize, formalize, finalize. Provides a checklist.

Owsley, Clifford D.
Put yeast in your writing and speaking. Arlington, Va., The Author, 1963. 22 pp.
Proposes a "yeast" formula for good writing. States what's wrong with government writing and enumerates specific government writing faults as set forth in a study by the public relations faculty of American University.

Parkhurst, Charles C.
Business communication for better human relations. 7th ed. Englewood Cliffs, N. J., Prentice-Hall, 1966. 519 pp.
Text on how to improve business correspondence. Chapters on words and phrases commonly misused and special address forms.

Parkhurst, Charles C.
Modern executive's guide to effective communication. Englewood Cliffs, N. J., Prentice-Hall, 1962. 535 pp.
A thorough treatment, the book contains three sections: a guide to better business writing; types of business letters and reports; and a reference section on grammar and punctuation.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Parry, Scott B.
Improving your written communications. New York, Lord Products, Inc., 1963. 318 pp. (Management skills series no. 1)
Programmed text which contains lessons on clarity, completeness, conciseness, courtesy, and aids to better letter writing.

Perlmutter, Jerome H.
A practical guide to effective writing. New York, Random House, 1965. 187 pp.
A State Department communications expert presents a concise guide on the practicalities of daily writing in the interests of clarity. Suggestions apply to memoranda, letters, articles, scientific, and technical or status reports.

Postley, Maurice G.
Do you always say (write) exactly what you mean? The Office, vol. 51, no. 6, June 1960, pp. 14, 100.
A brief but pointed example of misunderstanding in office communications. Suggests that faulty communication may be a major problem when things go wrong.

Reid, James M., Jr. and Robert M. Wendlinger.
Effective letters: a program for self-instuction, prepared by the Programmed Instruction Unit of the McGraw-Hill Training Materials and Information Services Division ... New York, McGraw-Hill, 1964. 321 pp.
Programmed text which takes up the subjects of clarity, conciseness and force in letter writing, organization, tone, and the art of saying no.

Schutte, William M. and Erwin Steinberg.
Communication in business and industry. New York, Holt, Rinehart and Winston, Inc., 1960. 393 pp.
Stresses the application of basic principles of communication to letter writing. Contains sample letters followed by questions about principles of style; case studies of an exchange of letters followed by comments on the exchange; practice exercises and "materials for revision" sections follow the units of learning. Grammar and spelling rules are omitted.

Schutte, William M. and Erwin R. Steinberg.
Thinking through a writing problem. Supervisory management, vol. 6, no. 11, November 1961, pp. 8-15.
Remember the needs of the person who will use the communication, and choose and evaluate the information accordingly. Plan the best method of presenting the information; then concentrate on polishing the style.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Sheppard, Mona.
Plain letters; the secret of successful business writing. New York, Simon and Schuster, Inc., 1960. 305 pp.
Restates letter-writing principle originally developed for government writers in terms of the specific needs and interests of business, industry and professional fields. Presents the 4 S formula, a practical approach to grammar, and production aids.

Shidle, Norman G.
The art of successful communication: business and personal achievement through written communication. New York, McGraw-Hill Book Company, 1965. 267 pp.
The author designates written communication as the lifeline of business, and asserts that self-expression in writing the English language is one of the most important talents to possess. The book is practical in that it gives examples of writings that could fit all situations likely to come about in the business world. It delves below superficialities and advises the reader to avoid self-centeredness and to reach for a psychological awareness of self and others, in order to obviate some pitfalls in writing such as false pride, anxiety and cunningness.

Smith, Terry C.
How to write better and faster. New York, Thomas Y. Crowell, 1965. 220 pp.
Chapters on planning, writing, editing, production, and duplication. Additional ones on specialized types of writing. Also contains glossary and bibliography of suggested reading.

Stop writing costly letters. Management methods, vol. 20, no. 4, July 1961, pp. 36-37.
A survey of 500 firms by Attitudes, Inc., shows executives waste time and money using conventional methods of writing business letters though they are aware of cost cutting techniques.

Strong, Earl P. and Robert G. Weaver.
Writing for business and industry; reports, letters, minutes of meetings, memos, dictation. Boston, Allyn and Bacon, Inc., 1962. 456 pp. (NOMA series in administrative management)
A complete reference book. Chapters include a "To aid you" section, brief presentation of text material, rules and examples of application of rules functionalized in many model letters. The reader can determine his knowledge of how to apply these rules by writing the actual letters called for in the exercise. Helpful check lists of what-not-to-do's included throughout along with spelling list and grammar exercises.

U. S. Bureau of Land Management.
Gobbledygook has gotta go, by John O'Hayre. Washington, U. S. Govt. Print. Off., 1966. 113 pp.
A collection of essays which deals with what's wrong with government writing. Humourous illustrations and many examples of faults.

General Writing: Style and Grammar in Business Correspondence (Cont'd)

U. S. Department of Agriculture.
Correspondence manual. Prepared by Agricultural Research Service. Washington, 1968? 1v. (AM 261.2)

U. S. Department of Agriculture.
Writing words that work; a guide for extension workers, by Amy Cowing. Federal Extension Service. Washington, 1961. 19 pp. (PA no. 466)

Advice on writing plainly and to the point involves not only observation of the rules of grammar and punctuation but also planning easy reading, writing sense for readers, trimming out the unnecessary, and checking with devices such as the Flesch readability formula which is included.

U. S. Interagency Records Administration Conference.
Passing the word; improving and speeding written communications. Washington 1962. 15 pp.

Speakers report on methods for improving handwriting and methods used for speeding and simplifying correspondence.

U. S. Internal Revenue Service.
Effective Revenue writing; a basic course designed to give a brief, practical review of writing principles, grammar and punctuation. Washington, U. S. Govt. Print. Off., 1960. 265 pp. (Training no. 82-0)

U. S. Internal Revenue Service.
Effective Revenue writing, by Calvin D. Linton. Rev. ed. Washington, U. S. Govt. Print. Off., 1962. 198 pp. (Training no. 129)

"An advanced course desinged to help experienced writers and reviewers diagnose and cure writing weaknesses."

U. S. Internal Revenue Service.
Writing-improvement workshops basic course; study guide. Prepared by Training Division. Washington, 1964. 121 pp.

A study guide handbook containing thumb index sections on steps in writing, appropriate language, effective paragraphs and sentences aimed at bringing about clarity in letters, memos and reports in government and industry.

Uris, Auren.
Don't write it--dictate it. Management review, vol. 58, no. 10, October 1969, pp. 38-44.

Condensed from International Management, July 1969.

Urwick, Lyndall.
Comment: Leadership and language. Academy of Management journal, vol. 8, no. 2, June 1965, pp. 146-149.

Pleads for the use of simple, uncluttered language by writers of management. Offers examples of Winston Churchill's words as good simple writing. Adds, in his own words: "A subject and its material, is not made more 'scientific' by dressing it up in seven veils of technical terminology...."

General Writing: Style and Grammar in Business Correspondence (Cont'd)

Weart, J. P.
Consultant personalizes advice to letter writers. The Office, vol. 62, no. 4, October 1965, pp. 15-20.
Suggestions for eliminating cliches and arriving at brevity.

Webb, Robert L.
Putting words to work. Supervision, vol. 22, no. 12, December 1960, p. 24.
Points out and illustrates two characteristics of attention-attracting message openings.

Weiss, Allen.
The anatomy of a shibboleth. Management services, vol. 6, no. 6, November-December 1969, pp. 38-42.
Business writing takes time and effort. The short sentence and easy word formula does not automatically produce good results. More importantly, one should concentrate on the effect of his words on the readers.

Weiss, Allen.
Better business writing, pt. 1. Supervisory management, vol. 14, no.5, May 1969, pp. 10-12. Part 2: Making it sing, vol. 14, no. 6, June 1969, pp. 15-18. Part 3: Choosing the right word, vol. 14, no. 7, July 1969, pp. 14-19.
First part discusses ways to achieve readability through clear, accurate expression; second part suggests ways to achieve it through some amount of literary style.

Wells, Walter.
Communications in business; a guide to the effective writing of letters, reports, and memoranda. Belmont, Calif., Wadsworth Publishing Co., Inc., 1968. 428 pp.
Letters, reports and memoranda are classified according to function; each is defined, then illumined with philosophical guidelines, structural techniques and stylistic suggestions. Develops the thesis that all the qualities of effective business writing are interrelated and that first-rate skill depends on sensitivity to this.

Weston, Gerald.
The business-letter deskbook. Chicago, Ill., Dartnell Corporation, 1963. 207 pp.
A work-manual type of book written around actual letters which have done the job for others in business. Interspersed are comments and pointers for better letters.

Whalen, John J.
Your letters as self-portraits. The Office, vol. 53, no. 4, April 1961, pp. 84-85, 263.
Suggests composing letters that meet the interest, level, or needs of the readers.

TECHNICAL WRITING: REPORTS, MEMOS, ETC.

Arnold, Christian K.
How to summarize a report. Supervisory management, vol. 7, no. 7, July 1962, pp. 15-17.
Recommends introducing a report with a skillfully written summary, and presents general rules to ease the task.

Aurner, Robert R. and Morris P. Wolf.
Effective communication in business with management emphasis. 5th ed. Cincinnati, Ohio, South-Western Publishing Company, 1967. 644 pp.
Guidelines for improving oral and written communication. Covers dictating skills, applications for employment, and oral and written reports.

Breese, Edward Y.
Communication by memo. Manage, vol. 18, no. 10, September 1966, pp. 26-30.
Article describes the function and value of good memos and lists seven basic rules for memo-writing.

Bromage, Mary C.
Making every word count. Supervisory management, vol. 8, no. 4, April 1963, pp. 42-44.
"Your requests and memos will have a greater impact if you take time to find words that best express your meanings." A few suggestions. Condensed from The Journal of Accountancy, January 1963.

Campfield, William L.
Primer on reports that persuade managerial action. Advanced management journal, vol. 32, no. 3, July 1967, pp. 69-73.
Examines fundamentals and techniques of good report writing, and attempts to define elements of a well written report.

Clerk, Joseph, Jr.
The culture of bureaucracy: the art of the memorandum. Washington monthly, vol. 1, no. 2, March 1969, pp. 58-62.
Facetious advice on how to get a memorandum acted upon or not acted upon.

Do your reports really report? Supervisory management, vol. 8, no. 10, October 1963, pp. 22-24.
Suggests review of content and use, basic source records, administrative improvement, reporting-by-exception, frequency, design, cost, and clarity.

Dykeman, John B.
Preparing a report? ... write it right. Paperwork simplification, no. 70, Spring 1965, pp. 10-11.
Proposes a seven point scheme: prepare an outline; give it an action title; indicate the name of the person the report is for, the author and the date; state the object of the study; summarize your findings or recommendations; support your findings in the text; end with documents that help support them. Includes outline to help organize material.
Reprinted from Modern Office Procedures, October 1964.

Technical Writing: Reports, Memos, etc. (Cont'd)

Federal Electric Corporation.
How to write effective reports. Reading, Mass., Addison-Wesley Publishing Company, 1965. 310 pp.
Programmed text.

Fielden, John S.
Writing readability into technical articles. Parts I, II, III. Systems and procedures, vol. 11, no. 2, May 1960, pp. 10-13; vol. 11, no. 3, September 1960, pp. 6-8; vol. 11, no. 4, November 1960, pp. 23-26.
To help readers prepare manuscripts about their experiences in "systems" work as they evolve in business, industry and government. This three-part article deals respectively with the introductory elements of a technical article, organizing the main topic and suggestions for combining readability with fluency in style.

Fleischhauer, F. W.
Apply logic to your procedure writing. Journal of systems management, vol. 21, no. 1, January 1970, pp. 27-30.
"This approach to procedure writing is to standardize terminology throughout the industry, and to develop a basic concept which procedure writers can draw upon to fit particular assignments."

Fleischhauer, F. W.
A logical approach to procedural writing. Administrative management, vol. 30, no. 1, January 1969, pp. 42-44.
Chart explanation for writing procedures and instructions in industry.

Gallagher, William J.
Report writing for management. Reading, Mass., Addison-Wesley, 1969. 216 pp.
"For those who must write reports, it treats report preparation as a creative system, with clearly defined steps and tasks. For those who review or request reports, it fixes their place in the system, points out their responsibilities, and offers guidelines for effective interaction with those who prepare reports.
"Chapters are arranged according to the sequence that should be used during the actual preparation of reports."

Gershon, M. R.
Writing a report. O and M Bulletin (Gt. Brit.), vol. 23, no. 4, November 1968, pp. 200-203.
Pointers on three stages of O and M report writing--note-taking, idea development, writing--that may prove useful in other report writing as well.

Griggs, J. W.
I'm not a pencil pusher! Supervisory management, vol. 12, no. 2, February 1967, pp. 18-21.
Reports a dialogue which illustrates the purpose and importance of thorough reports to management.

Technical Writing: Reports, Memos, etc. (Cont'd)

Hay, Leon R.
Managing words! Advanced management-Office executive, vol. 1, no. 6, June 1962, pp. 35-38.
Discusses the importance of clear report writing with careful attention paid to choice of words.

Katzoff, S.
Clarity in technical reporting. Washington, U. S. National Aeronautics and Space Administration, Scientific Information Division, 1964. 25 pp. (NASA SP-7010)
Offers suggestions for improving both oral and written reports from point of view of organization, style, and vocabulary.

Kelly, Pilson W.
Do you write memos they want to read? Supervisory management, vol. 7, no. 10, October 1962, pp. 8-12.
Advice to supervisors on writing successful memoranda includes a three-point method of organization and emphasizes the virtues of brevity.

Kelly, Pilson W.
How to write a business article. Supervisory management, vol. 8, no. 7, July 1963, pp. 18-21.
Basic guidelines for managers.

Kerfoot, Glenn.
Writing reports ... what you can learn from the pros. Supervisory management, vol. 7, no. 12, December 1962, pp. 11-14.
Some leads to developing the professional news writers' simple, informal style that will be understood by readers of varying backgrounds.

Keys, Langley C.
Make it clear. Michigan business review, vol. 15, no. 1, January 1963, pp. 15-20.
Tells how to use clarity controls to produce easily understood communications. Sample advertisements are presented for evaluation as clear, cloudy or obscure.

Kruse, Benedict.
Improve your reports. Data processing, vol. 2, no. 7, August 1960, pp. 11-13.
Tips on improving writing which are especially aimed at data processing managers.

Kuhl, Art.
Clear writing needs clear thinking. Supervisory management, vol. 12, no. 10, October 1967, pp. 10-14.
Discusses common failings of written reports. Lists and illustrates basic rules for effective communication.

Technical Writing: Reports, Memos, etc. (Cont'd)

Lesikar, Raymond V.
Report writing for business. 3d ed. Homewood, Ill., R. D. Irwin, 1969. 440 pp.

McCauley, D. E.
Memo on memos: write less, say more. Supervisory management, vol. 8, no. 5, May 1963, pp. 8-9.
Pointers on how to cut out useless and puzzling information but retain the right words.

Matthies, Leslie.
How to remove mechanical friction from your procedures. The Office, vol. 55, no. 3, March 1962, pp. 18, 20-22.
Suggests methods of improving the content and format of communication tools for the benefit of the user. Advises not only clearer writing but also possible changes in arrangement, type, and use of color and white space.

Matthies, Leslie H.
The playscript procedure: a new tool of administration. New York, Office Publications, Inc., 1961. 183 pp.
Presents a procedure which adapts the technique of the playwright to the writing of office communications, especially to procedure writing. Describes five basic characteristics of this style.

Miller, Helen M.
The abc's of good technical writing. Supervisory management, vol. 10, no. 8, August 1965, pp. 14-17.
Emphasizes accuracy, brevity, clarity.

Moullette, John B.
Technical writing. New Brunswick, N. J., Rutgers, the State University, Graduate School of Education, Department of Vocational-Technical Education, 1964. 85 pp.
Aids in technical writing as well as a description of the equipment on which a manual may be written, and instructions for its installation and maintenance. Bibliography.

Poll, Arthur S.
How to write a better report. Supervisory management, vol. 7, no. 3, March 1962, pp. 30-32.
Three simple steps for report writing are suggested. Condensed from Purchasing, December 10, 1961.

Technical Writing: Reports, Memos, etc. (Cont'd)

Rathbone, Robert R.
Communicating technical information. A guide to current uses and abuses in scientific and engineering writing. Reading, Massachusetts, Addison-Wesley Publishing Company, 1966. 104 pp.
"Details how to eliminate semantic and mechanical 'noise,' how to edit someone else's writing, and how to organize subject matter effectively. An annotated bibliography and helpful references are included; no pre-requisites are required for an understanding of the material presented."

Reiter, Michael J.
Reports that communicate. Management services, vol. 4, no. 1, January-February 1967, pp. 27-30.
Describes basic types of accounting reports and suggests guidelines for improving all reports.

Robinson, David M.
Writing reports for management decisions. Columbus, Ohio, C. E. Merrill Pub. Co., 1969. 407 pp.
The report writer is frequently an unseen and unsung hero, the author believes. Accordingly, he devotes the first chapter to the business report writer, and throughout, emphasizes the personal approach. Includes chapters on preliminary steps in preparation, categories of research, analysis and interpretation, presentation, and follow-up.

Sigband, Norman B.
Effective report writing for business, industry, and government. New York, Harper and Brothers, 1960. 688 pp.
A comprehensive and practical treatment; designed to serve as "a course text in a wide variety of communication areas, as well as a guide for professional personnel now employed in business, industry, and government." Includes sections on business letters, technical writing, and reference guide in grammar, rhetoric and diction.

Smith, Marshall.
Improve your report writing: Part 1: Getting the facts. Supervisory management, vol. 13, no. 12, December 1968, pp. 2-5. Part 2: getting it down on paper, vol. 14, no. 1, January 1969, pp. 7-9. Part 3: editing what you're written, vol. 14, no. 2, February 1969, pp. 15-18.
Part 1 gives very basic guidelines, e.g., determining the ultimate purpose of the report, its kind, its importance, etc; part 2, inducing duties a creative moment is discussed; part 3, supplies norms for gaining objectivity in editing.

Technical Writing: Reports, Memos, etc. (Cont'd)

Souther, J. W.
Writing better reports. Supervisory management, vol. 11, no. 11, November 1966, pp. 20-24.
The article examines written reports from the supervisory and subordinate viewpoints, with accuracy and clarity in communication as basic goals. A writer should distinguish between technical accuracy in the investigation of the problem and communication of the results. A four step procedure for directing the writer to more meaningful and useful reports is outlined.

Tichy, Henrietta J.
Effective writing for engineers, managers, scientists. New York, John Wiley and Sons, Inc., 1966. 337 pp.
"... for those who want to write better, including the assistant who is coming next week." Considers the whole range of writing situations which an executive experiences from drafting an article for a professional journal to writting a letter of bereavement on behalf of the company.

U. S. Department of the Navy.
Writing guide for naval officers. Rev. ed. Washington, U. S. Govt. Print. Off., 1964. 69 pp. (NAVPERS 10009-A)
" ... what the average naval officer needs to know when called on to think through and write down a report, staff study, letter,memorandum, or presentation."

Van Hagan, Charles E.
Report writers' handbook. Englewood Cliffs, N. J., Prentice-Hall, 1961. 276 pp.
Practical advice on "building" a report; treats the subject from the planning stage to the finished product including cover, title page and transmittal letter, and any supplementary material such as appendixes or bibliographies. Useful also for administrator who must pass on the completed report.

Wall,Ned L.
Municipal reporting to the public. Chicago, Ill., The International City Managers' Association, 1963. 71 pp.
Written almost exclusively for city managers, this booklet is a how-to-do-it guide for the annual municipal report considered in the context of a larger program of information dispersal. Many guidelines for how and how-not-to illustrate the report are given.

Webster, Eric.
Memo mania: its causes, carriers and cures. Management review, vol. 56, no. 9, September 1967, pp. 32-36.
Enumerates flagrant misuses of the memo. Finds its use to be obsolete in most cases.

CONFERENCE LEADERSHIP AND PARTICIPATION

Allan, Alfred K.
How to improve your staff meetings. Office economist, vol. 50, no. 2, (no month given), 1967, pp. 6-7.
Suggests beginning with a program format and the selection of speakers, using audiovisual tools, and closing with a written summary to be distributed to all participants either there or at a later date.

Auger, B. Y.
Effective meetings: are yours? American engineer, vol. 38, no. 3, March 1968, pp. 41-44.
Pointers for the engineer on putting himself across at a meeting presentation. Sketches training for such communication given at 3M company.

Auger, B. Y.
Make those meetings pay off. Supervisory management, vol. 9, no. 10, October 1964, pp. 4-7.
Suggests that a supervisor check his past performance as a conference leader by asking himself certain questions, and discusses seven techniques for guiding a successful meeting.

Auger, B. Y.
Meetings: make your participation count. Supervisory management, vol. 9, no. 11, November 1964, pp. 14-17.
Describes ways that participation in meetings benefits one personally, makes suggestions on how to help make participation meaningful, and offers advice on how to make a presentation in a meeting.

Beckhard, Richard.
Conferences for learning, planning and action. Washington, National Training Laboratories--National Education Association, 1962. 73 pp. (Selected readings series 6)
Readings on choosing suitable physical and psychological setting for conferences, appropriate methods of conducting them, obtaining effective results, and acquiring skills necessary for teamwork.

Beckhard, Richard.
The confrontation meeting. Harvard business review, vol. 45, no. 2, March-April 1967, pp. 149-155.
Describes the confrontation meeting as a means of giving the total management group (at all levels of the organization) a "quick reading on its own health". It is a meeting of several hours only, designed for information collecting and sharing, for priority setting, and for planning. Article includes detailed description of the components of a confrontation meeting and a sample schedule.

Bennett, Gordon C.
How's your conference I.Q.? Manage, vol. 19, no. 8, June-July 1967, pp. 4-8.
Reviews steps in running a conference, from preparation and analysis of conferees to the post-conference evaluation.

Conference Leadership & Participation (Cont'd)

Bradhurst, Murphy W.
How to make that meeting pay off. Supervisory management, vol. 14, no. 8, August 1969, pp. 9-11.
Eleven suggestions for improving conference leadership skills, from planning the agenda to organizing the material and stimulating participation.

Bridges, Ronald A.
Let's have a meeting. Journal of systems management, vol. 20, no. 5, May 1969, pp. 34-37.
Recommends twelve points to consider in planning and conducting meetings which will help control costly loss of man-hours.

Brown, David S.
How you can use the problem meeting. Management review, vol. 50, no. 7, July 1961, pp. 62-69.
Discusses the problem meeting as a means through which top executives can maintain communications with subordinates. Considers advantages of these meetings, how they differ from regular staff conferences, and how to plan and schedule them.

Bureau of Business Practice.
Action guide to short, effective meetings. Waterford, Conn., 1968. 48 pp. (Dynamic management series 10)
Three principal phases--planning, participation, and follow-through-- are covered, emphasizing personal rather than technical aspects of the meeting.

California. State Department of Rehabilitation.
The conference; a technique for cooperative planning, by Betty Dieckman. Sacramento, 1966. 21 pp.
General conference tips plus specific suggestions for rehabilitation conferences.

Capp, Laurel.
Must meetings waste time? Supervisory management, vol. 10, no. 2, February 1965, pp. 18-19.
Recommends steps for productive meetings: advance preparation, group understanding of purpose of meeting, good organization, and sustaining participants' interest.

Chamber of Commerce of the United States.
Highway to successful committee meetings. Washington, 1964. 15 pp.
Practical suggestions on responsibilities of chairman and members, on conducting meetings, coping with difficult situations, etc.

Church, David M.
How to succeed with committees. Springdale, Conn., Motivation, Inc., 1965. 55 pp.
A thorough examination of the committee as a decisive force in American life: "the need for action"; primary functions and necessary elements; responsibilities of the chairman; necessary behavior; specifications; codes and standards; women on a committee.

Conference Leadership & Participation (Cont'd)

Culbertson, L. E.
We communicate by committee. Administrative management, vol. 30, no. 5, May 1969, pp. 53-55.
The President of Bowaters Southern Paper Corporation, Calhoun, Tennessee, describes his company's method of communication by committee and enumerates reasons why he thinks it is a worthwhile method.

Dee, James P.
Effective conference leadership. Training and development journal, vol. 20, no. 8, September 1966, pp. 46-52.
Subject matter, content and methods for a successful program.

DePhillips, Frank A.
How to activate the quiet man in the conference. Journal of the American Society of Training Directors, vol. 14, no. 4, April 1960, pp. 34-40.
Author feels that present conference techniques are not sufficiently controlled to insure that all members will have a chance to participate. Tells what is needed to bring the quiet man out, and explains the application of the "Forced Response Conference Method".

Dilley, David R.
How to plan management meetings. The Office, vol. 52, no. 3, September 1960, pp. 168-176, 314-315.
Discusses key ingredients in planning conferences and meetings such as, objectives, idea files, pre-meeting assignments and appropriate conference style.

Do these characters attend your meetings?
Supervisory management, vol. 5, no. 2, February 1960, pp. 22-26.
Describes some common behavior patterns of individuals in conferences, suggests possible reasons and points out what can be done to obtain more effective participation.

Donahue, Harold W.
How to manage your meeting. Anderson, S. C., Droke House, Publishers, 1967. 250 pp.
A comprehensive manual which tells how to: organize and supervise committees, make the meeting click, gain and maintain order, be master of the meeting, handle a question and answer period, and other points that will face the manager of a meeting. Contains a final section on simplified parliamentary procedure by Grant Harrison.

Dunnette, Marvin D.
Are meetings any good for solving problems? Personnel administration, vol. 27, no. 2, March-April 1964, pp. 12-16, 29.
Reviews several studies on problem solving and concludes that meetings should not be used for group problem solving but as communication devices. Presents sequence of steps which might be useful in utilizing individuals' resources of talent.

Conference Leadership & Participation (Cont'd)

Eitington, Julius E.
The committee revisited. Personnel administration, vol. 23, no. 6, November-December 1960, pp. 10-18.
Examines role of committees in planning and policy formulation, problem solving, management, and executive tactics. Identifies problems related to committees and makes suggestions for overcoming disadvantages.

Fitzgerald, Thomas H.
Examining the modern conference leader. Personnel administration, vol. 28, no. 5, September-October 1965, pp. 22-25.
Subtly sweeps aside types of "phoniness" so often present in conferences: the ice-breaking gimmicks, the fake geniality, the fictitious equality. Sincerity, integrity, intelligence auger greater success for administrative policy than any attempts at attitude manipulation.

Flarsheim, Henry.
When you hold a meeting.... Supervision, vol. 31, no. 4, April 1969, pp. 20-21.
Includes advice for rehearsing a talk before a microphone or a tape recorder and replaying it for self-criticism and improvement, and suggests ways of getting audience participation.

Hall, D. M.
The dynamics of group discussion; a handbook for discussion leaders. 2d ed. Danville, Ill., Interstate Printers & Publishers, Inc., 1961. 89 pp.
The first part of the bulletin deals with the "whys" and "whats" of group discussion; the second part with the "hows," such as, how to solve a problem and how groups mature.

Hardt, Erich.
Supervisor's guide to training conferences. Supervisory management, vol. 12, no. 7, July 1967, pp. 21-25.
Defines the goals of a training conference and lists guidelines for the supervisor who must plan and conduct one. Includes brief descriptions of five types: lectures, discussions, role-playing, case studies, workshops.

Hedrick, Dan.
How to lead a group and get discussion. Manage, vol. 22, no. 1, October 1969, pp. 43-46.

Hildebrandt, Herbert W.
The supervisor as a conference participant. Supervisory management, vol. 7, no. 7, July 1962, pp. 48-49.
Discusses the ways a supervisor can contribute to the success of a conference: be informed, think precisely, be objective, get facts and opinions, notice transitions, and help set the tone of the meeting.

How to hold a meeting on the phone.
Management methods, vol. 19, no. 6, March 1961, pp. 48-51.
Advantages of the telephone conference, which according to a consensus of executives, is a practical, cost-cutting, profit-making technique.

Conference Leadership & Participation (Cont'd)

Husted, Frank L.
Interviewing techniques in conference leadership. Journal of the American Society of Training Directors, vol. 14, no. 8, August 1960, pp. 38-44.
Adapts the following interviewing devices to conference leadership: direct question, direct response, interruption, pause preceding response, pause following response, elaboration, turnback, and noncommittal filler.

Ingenohl, Ingo.
Conference leadership; a condensation of thoughts from many sources. Journal of the American Society of Training Directors, vol. 15, no. 1, January 1961, pp. 46-55.
Attempts to summarize and bring together material widely scattered through the literature. Lists five steps demonstrating orderly progression of a conference and shows relationship with five steps of the normal reasoning process.

Jenkins, Russell L.
Conference communication. Advanced management journal, vol. 30, no. 2, April 1965, pp. 88-91.
Summarizes three main problems of expressing one's self at a conference: the tendency to "talk past" others with a different point of view, preoccupation, and projection of one's self into things one says.

Kindler, Herbert S.
Organizing the technical conference. New York, Reinhold Publishing Corp., 1960. 139 pp.
Contains material on planning the conference, developing the program, support and service activities necessary for success, and public relations. Includes also a conference rating form.

Lewis, Jack.
Anatomy of a business conference. Trained men, vol. 46, no. 1, 1966, pp. 15-19.
Discusses the four ingredients of a successful conference: a purpose, a leader, active participants, and follow through.

Lobingier, John L., Jr.
Business meetings that make business. New York, Collier Books, 1969.
146 pp.

Lynch, Edith M.
So you're going to run a meeting! Personnel journal, vol. 45, no. 1, January 1966, pp. 22-24, 52.
What to do before, during, and after your meeting.

Maier, Norman R. F.
Leading the problem-solving meeting. Supervisory management, vol. 7, no. 8, August 1962, pp. 43-45.
Suggests keeping the starting point in mind, agreeing on the problem before pursuing the solution, creating a climate for debate, keeping creative activity seperate from evaluation, and encouraging alternatives.
Taken from Michigan Business Review, May 1962.

Conference Leadership & Participation (Cont'd)

Maier, Norman R. F.
Problem-solving discussions and conferences: leadership methods and skills. New York, McGraw-Hill, 1963. 261 pp.
Contents: Improving decisions in an organization; Conference leadership; Locating the problem; Presenting the problem for group discussion; Conducting the discussion; Reaching the decision; Discussion methods for specific objectives; Screening solutions to upgrade quality; Summary of problem-solving principles.

Marlow, H. LeRoy.
Conference evaluation - a time analysis. Personnel journal, vol. 42, no. 2, February 1963, pp. 85-87, 95.
Presents a device for improving conferences by means of "... a systematic method to reduce the subjective element to a minimum, and to make an objective analysis of what actually occurred." Describes a timing and recording system, the results of which can be organized into charts for further study.

Marlow, H. LeRoy.
What is a conference? Training directors journal, vol. 18, no. 6, June 1964, pp. 15-24, 26-28.
Unusual presentation on the conference as a method of learning. Describes and diagrams several types of conferences, comparing them with other informational or teaching methods such as the panel, symposium, forum, or lecture. Includes bibliography.

Morgan, John S.
Keep your meeting on target. Supervisory management, vol. 11, no. 5, May 1966, pp. 4-8.
Suggests elements in making a meeting productive: define its goal, develop an agenda, keep the meeting on course and under control, provide good physical facilities.

Morgan, John S.
Practical guide to conference leadership. New York, McGraw-Hill, 1966. 292 pp.
Book places special emphasis on the psychology of leadership--how to spark enthusiasm, teamwork, and creativity among conference participants; tells how to keep the meeting on target, how to spot problem people and what to do about them, how to use words that persuade and inspire, and how to prepare a "private outline"--a winning strategy for getting the most out of the conference.

Moser, George V.
Climate for problem-solving. Supervisory management, vol. 6, no. 12, December 1961, pp. 46-47.
How a good conference leader guides a problem-solving meeting, how he creates an atmosphere for uninhibited speech, how he handles questions, and how he controls without dominating.
From Commerce, September 1961.

Conference Leadership & Participation (Cont'd)

Nathan, Ernest D.
The listening spirit and the conference leader. Training directors journal, vol. 18, no. 1, January 1964, pp. 22-30.
Presents several definitions of perceptive listening, diagrams perceptive listening in conference situations, discusses obstacles, and offers guidelines to effective listening.

National Association of Educational Secretaries.
Take a minute, save an hour; a handbook on meetings. Washington, 1961. 27 pp.
Offers guidelines to the educational secretary for planning and holding meetings. Covers recording minutes, keeping records, reporting, publicizing, keeping a speech file, and writing memos.

National Industrial Conference Board, Inc.
Problem-solving conferences: how to plan them, how to lead them, how to make them work. New York, 1960. 56 pp. (Studies in personnel policy, no. 176)

Packard, Russell L.
Conducting a business conference; some guidelines for more effective meetings. Training and development journal, vol. 22, no. 11, November 1968, pp. 10-13.
Practical rules for better results.

Prince, George M.
How to be a better meeting chairman. Harvard business review, vol. 47, no.1, January-February 1969, pp. 98-108.
Arguing that the traditional style of chairmanship can inhibit or destroy the creativity of a small meeting, the president of a consulting firm suggests a new approach and describes the psychological techniques necessary to apply it.

Ross, James A.
Misconceptions in conference leadership. Journal of the American Society of Training Directors, vol. 14, no. 2, February 1960, pp. 12-20.
Lists a number of popular misconceptions which author attacks and refutes. Continuous analysis and evaluation of discussion processes is important; undeviating adherence to rules leads to rigidity.

Sandell, Roland.
How you successfully lead a meeting. Journal of the American Society of Training Directors, vol. 15, no. 12, December 1961, pp. 14-17.
Points out that the success of a meeting depends largely on the attitude and participation of each of its members. Presents fourteen rules to get the meeting off to a good start. Among them are: enter into discussion enthusiastically, say what you think and listen alertly.

Conference Leadership & Participation (Cont'd)

Sandia Corporation.
Planning and conducting conferences; a handbook of procedures. Alexandria, Va., Defense Documentation Center, 1966. 91 pp.
In addition to general information on handling large conferences at the local level, volume contains sample formats for correspondence and forms, checklists for facilities and functions, and work sheets for committee use in planning.

Sargent, Mary F.
Making committees work. Swarthmore, Pa., Assignments in Management, 1966. 30 pp.
A guide to getting the most out of committees. Discusses their function, size, organization, leadership membership, limitations, and advantages.

Smith, Kline & French Laboratories.
Conference leadership techniques. Philadelphia, 1965. 8 pp.
Delineates the duties and responsibilities of the conference leader and of the participants. Suggests analyzing a meeting that has taken place in order to identify ways to improve it.

Speroff, B. J.
A "needs or problems" consensus with groups. Personnel journal, vol. 40, no. 2, June 1961, pp. 69-71, 87.
Identifies principal techniques and methods available for attaining a consensus in a group meeting.

Sutherland, Sidney S.
When you preside; how to plan and conduct informal round-table discussions, formal business meetings, service club meetings, panel discussions, symposiums and forums, conferences, workshops, business conferences, staff meetings. 4th ed. Danville, Ill., Interstate Printers and Pub., Inc. 1969. 190 pp.

Systems and Procedures Association.
The conference handbook; a guide to planning and conducting association conferences, edited by Anita P. Loeber, et al. Detroit, Mich., 1962. 185 pp.
Contents: Preliminary planning of the conference; General direction and organization; The business manager: The conference secretary; Program activities; Facilities for the conference; Registration activities; Publicity and promotion; Printing and publications; Exhibitions; Special activities; Effective committee meetings; Guides for speakers and discussion leaders.
Includes many examples and illustrations.

Terry, Walter C.
Organize and control administrative meetings. Navy management review, vol. 10, no. 5, May 1965, pp. 14-16.
Since time is so often wasted on administrative problem-solving meetings, the author offers practical suggestions and techniques on planning an organized and controlled meeting. He begins by defining the problem, then he discusses all necessary steps to the selection and testing of the solution. He also provides a checklist on conference arrangements.

Conference Leadership & Participation (Cont'd)

Thisdell, Robert A.
Group discussions don't have to bog down. Supervisory management, vol. 7, no. 9, September 1962, pp. 13-16.
Offers three techniques to insure participation, the key to rewarding discussions: written quiz, buzz groups, and listening teams. Explains how the methods work and how they provide a source of stimulating and useful ideas.

Townsley, H. William.
Planned meetings are effective meetings. Training directors journal, vol. 17, no. 4, April 1963, pp. 54-55.
Detailed outline of the responsibilities of both the leader and the participant.

Uris, Auren.
Balanced talents bring team success. Nation's business, vol. 50, no. 12, December 1962, pp. 66-68, 70.
Stresses the importance of choosing the right combination of personalities to achieve maximum results from the small group assigned to a special task. Recommends deciding in advance what needs to be done, types of persons required, which ones will work best together, and the best way to get them to do the job.

Uris, Auren.
So you're on a committee! Supervisory management, vol. 6, no. 2, February 1961, pp. 55-56.
Points out that serving on a committee can be an opportunity to prove yourself outside the framework of your regular duties. Gives some tips to help you give the most and get the most from your committee assignment.

Utterback, William E.
Group thinking and converence leadership. Rev. ed. New York, Holt, Rinehart, and Winston, Inc., 1964. 244 pp.
Detailed practical advice on informal group discussion as a democratic procedure. Considers pattern in discussion and remarks briefly on buzz sessions and role playing. Includes case problems for study.
Contents: Techniques of discussion; Thinking straight; Putting discussion to work.

Wagner, Russell H. and Carroll C. Arnold.
Handbook of group discussion. 2nd ed. Boston, Houghton Mifflin Company, 1965. 291 pp.
Technical and practical work dealing with systematic group discussion. Among other subjects, preparation, responsibilities and functions of leadership, participation, speech and language are covered. Also contains extensive appendices which feature specimens of discussions (including a case conference discussion) and preparatory outlines.

Webster, Eric.
Another meeting? How to get less talk and more action. Management review, vol. 51, no. 10, October 1962, pp. 4-8.
Contends that most meetings are called for the wrong reasons and rarely achieve anything. Gives ten rules for making meetings practical and profitable.

Conference Leadership & Participation (Cont'd)

Wedgwood, Hensleigh C.
Fewer camels, more horses; where committees go wrong. Personnel, vol. 44, no. 4, July-August 1967, pp. 62-67.
The roles of the leader and of discussion group participants are discussed to establish the proper relationships and climate for productive meetings. Includes an outline showing "the roles people play"-- group blocking roles and group building roles.

Wedgwood, Hensleigh C.
Why committee meetings fail. Supervisory management, vol. 12, no. 9, September 1967, pp. 23-27.
Notes limitations of the committee approach to decision-making and proposes roles and tactics for the leader in coping with disagreement.

Zelko, Harold P.
The business conference; leadership and participation. New York, McGraw-Hill, 1969. 289 pp.
Presents a systematic analysis of the why, what, and how of the modern business and professional conference.
A revision of Successful Conference and Discussion Techniques (1957).

Zelko, Harold P.
Dilemmas of the conference process. Management of personnal quarterly, vol. 4, no. 3, Fall 1965, pp. 7-14.
"There are no absolute rules by which the manager can answer the three major dilemmas associated with the conference process: when to use the conference, how to lead it, and in what manner to participate in it." Article analyzes these dilemmas and gives some suggestions for solving each.

Zelko, Harold P.
How to get more out of training conferences. Santa Monica, Calif., Assignments in Management, 1965. 25 pp.
Reviews the conference as a communication medium. Stresses that the leader-group relationship is the basic factor in the whole conference process. Looks also at the participant and points out that good participation cannot be taken for granted. Lists and discusses six steps to good conference planning and three steps the participant should take to make his contribution more vital.

Zelko, Harold P.
Make your meeting more worthwhile. Nation's business, vol. 52, no. 9, September 1964, pp. 92-94, 97-98.
Notes that participants as well as conference leaders can contribute to the success of meetings, and offers suggestions to individual members for improving attitudes, speaking up, listening, and presenting opposing opinions.

Zelko, Harold P.
When you are "in conference." Supervision, vol. 27, no. 7, July 1965, pp. 4-6, 19.
The conference can accomplish a great deal in the way of downward communication, problem solving by interaction, and exchange of ideas. Principles of planning, leading, and participating are here presented in order to make the conference as successful as possible.

READING IMPROVEMENT

Anastasi, Thomas E., Jr.
And the greatest of these is evaluation. Journal of the American Society of Training Directors, vol. 15, no. 12, December 1961, pp. 18-20.
Stresses importance of exercising judgment in improving you reading. Suggests questions to consider in evauating it - about yourself, about the author, and about the material.

Baldridge, Kenneth P.
Reading speed and strategy for the business and professional man. Englewood Cliffs, N. J., Prentice-Hall, 1966. 228 pp.
Reading skills are organized under three tasks: locating information, organizing it, and retrieving it. The techniques have been used successfully at Western Electric, NBC, IBM, and other major corporations.

Bellows, Carol and Roger Bellows.
The management of learning. III. "We lay waste our powers". Personnel administration, vol. 23, no. 6, November-December 1960, pp. 19-26.
Considerable improvement can result from reading training, and values to be received from increased reading skill are high. Discusses mechanics of reading, procedures for increasing skill, and outlines a program for self-improvement.

Bloomer, R. H.
Reading comprehension for scientists. Springfield, Ill., Charles C. Thomas, 1963. 213 pp.
Book is divided into twenty comprehension levels. Beginning with material which is general for all scientists, as the progression becomes more complex, material becomes more specific as to particular areas. Goal is to strengthen rapid comprehension of scientific language and scientific language patterns.

Cahners, Norman L. with John K. Langemann.
How to get more out of your reading. Think, vol. 30, no. 5, September-October 1964, pp. 16-19.
Points out advantages to be gained from reading well and describes reading errors to avoid. Also presents some suggestions on how to read faster and with more comprehension and retention.

Cosper, Russell.
Toward better reading skill. 3rd ed. New York, Appleton-Century-Crofts, 1967. 297 pp.
Reading selections, and a short quiz following each, are grouped on three ascending levels of difficulty interspersed with vocabulary checks and some brief instructional material.

Enos, Bert.
How to read more in less time. Management digest, vol. 18, no. 3, May-June 1961, pp. 38-43.

Prepared by: The Library, U. S. Civil Service Commission. 1970.

Reading Improvement (Cont'd)

Hampton, Peter J.
Speed reading for industrial personnel. Advanced management, vol. 26, nos. 7 & 8, July-August 1961, pp. 32-35.
Describes the spped reading program for industrial personnel at the University of Akron which emphasizes flexibility of method and purpose. Discusses steps to aid in incresing reading speed, learning to adjust rate, comprehension and speed, and retention of gains.

Heilman, Arthur W.
Improve your reading ability. Columbus, Ohio, Charles E. Merrill Books, Inc., 1962. 163 pp.
100 exercises to help you read better and faster no matter what your present proficiency. This work book includes numerous exercises for wider eye span, and rapid visual discrimination along with sections devoted to teaching you how to read critically.

Karlin, Robert.
Reading for achievement. New York, Holt, Rinehart and Winston, Inc., 1969. 326 pp.
Covers: Getting ready to read, reviewing the mechanics of reading, improving literal comprehension, interpreting and judging ideas, reading for main ideas and details, organizing and remembering what is read, increasing reading rate, applying reading skills to other materials. Exercises.

Kuriloff, Arthur H.
How to read more effectively. Supervisory management, vol. 11, no. 10, October 1966, pp. 17-19.
Advises first evaluating material in order to determine how carefully it should be read.

Leedy, Paul D.
Read with speed and precision. New York, McGraw-Hill, 1963. 402 pp.
A self-contained tool for learning to read more efficiently. Sample chapters include: reading for main ideas, reading graphic presentations, shortcuts, and critical thinking. These are preceded by "procedure charts" which spell out at the beginning of each discussion the essential steps for achieving proficiency in specific reading areas.

Lyons, T. E.
Reading improvement for technical management; the "little red schoolhouse" at Lockheed's Missile and Space Division. Journal of the American Society of Training Directors, vol. 14, no. 1, January 1960, pp. 33-35.

McCord, Hallack.
How to build a business vocabulary. The Office, vol. 55, no. 4, April 1962, pp. 102, 104+.
Offers suggestions on useful and interesting methods of enlarging one's vocabulary by noting derivations and wordstems, and by "seeing" and "hearing" more effectively.

Reading Improvement (Cont'd)

McDonald, Arthur S. and George H. Zimny.
The art of good reading; effective reading for college students and adults. New York, Bobbs-Merrill, 1963. 426 pp.
The goal is to read flexibly in order to achieve the desired level of understanding with maximum efficiency. Selected readings centered around a certain skill, followed by tests, and some exercises for techniques are provided.

Make on-the-job reading go faster. Supervisory management, vol. 8, no. 4, April 1963, pp. 47-48.
Five techniques for becoming a more alert and responsive reader.

Pauk, Walter.
Speed reading for the executive. Training directors journal, vol. 19, no. 3, March 1965, pp. 15-19.
Busy executives must keep up with stacks of reading material. Sometimes a speed reading course can prove a real disappointment when the faster one reads the less one comprehends. In this article is "a procedure for reading" which appears to have genuine merit for busy periodical-bound executives. Also includes a bibliography on reading skills.

Read more in less time. Supervisory management, vol. 13, no. 4, April 1968, pp. 38-39.
Some tips on developing the technique of pre-reading to increase speed in reading reports, articles, texts, business letters, and other non-fictional material.

Reading Improvement Program, Inc.
Reading kit. Chicago, 1968.
A complete and compact individualized reading program. Contains: a self-scoring diagnostic test and a follow-up evaluation test for the completion of the program; a booklet of reading lessions correlated with visual exercises on the Excel-O-Reader teaching machine (a 6x10" plastic tachistoscope), equipped with a booklet of training slides and record books for jotting responses; and an instruction manual.

Reading Laboratory, Inc.
How to double or triple your reading speed. Management methods, part 1, vol. 19, no. 2, November 1960, pp. 46-47; part 2, vol. 19, no. 3, December 1960, pp. 50-51; part 3, vol. 19, no. 4, January 1961, pp. 38-39; part 4, vol. 19, no. 5, February 1961, pp. 58-62, part 5, vol. 19, no. 6, March 1961, pp. 53-54.
Five-part article suggests means to stepped-up phrase reading, faster "columnar" reading, skill in skimming and skipping, steps to deeper concentration and a ten-point review.

Schaill, William S.
How to increase your reading speed. The Office, vol. 58, no. 5, November 1963, pp. 88-92, 94, 95.
A few minutes each day to practice phrase and column reading, self-pacing, pre-reading, skimming, etc., should improve the average executive's reading ability.

Reading Improvement (Cont'd)

Spache, George D. and Paul C. Berg.
The art of efficient reading. 2nd ed. New York, Macmillan, 1966. 323 pp.
Part 1, Flexibility in reading, covers skills such as previewing, skimming, scanning, etc., and is divided into: (1)"how to..."; (2) exercises; and (3) selections for practice. Part 2, Promoting vocabulary skills, has chapters on contextual clues, using affixes and roots, and dictionary skills. Part 3, Applying reading skills, contains further practice selections for different subject areas of reading.

Underwood, William J.
A critique of reading improvement training. Training and development journal, vol. 21, no. 3, March 1967, pp. 14-21.
Cites the emphasis being placed on reading training and charges that most courses tend to over-simplify the process. Evaluates machine versus non-machine training and suggests a more professional approach be taken to reading-training procedures.

Waldman, John M.
Speed reading ... and what it's good for. Supervisory management, vol. 8, no. 10, October 1963, pp. 25-27.
In addition to the technique of speed, it is important to know how to adjust rate of speed to both your purpose and the type of text.

"What are the benefits and shortcomings of a training program in reading improvement?" Personnel administration, vol. 24, no. 6, November-December 1961, pp. 43-46.
Comments by three educators on the use and abuse of remedial reading programs for adults.

Wiser, Huntington T.
Read faster and better. Supervisory management, vol. 11, no. 2, February 1966, pp. 47-49.
Self-help hints, such as increasing eye-span and eliminating vocalizing, for faster and better reading.

Yoder, Hilda W.
Get more out of your reading. Supervisory management, vol. 6, no. 3, March 1961, pp. 29-37.
Tells how to improve reading ability by substituting good habits for bad.

Zetler, Robert L. and W. George Crouch.
Successful communication in science and industry; writing, reading, and speaking. New York, McGraw-Hill, 1961. 290 pp.
Part 2, "Reading Techniques," has pages of practical exercises on skills such as number and word recognition, reading words in groups, critical reading, comprehension of central ideas, and methods of skimming.

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